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ABSTRACT

This faculty handbook contains Articles of Incorporation and Bylaws for the college and the faculty; principles and objectives of the college (purpose, student development objectives, the college and the church, objectives of general education, and academic freedom); description of functions and responsibilities for administrative departments and offices, faculty committees, departmental organization, and the all-college council; faculty personnel policies and benefits; and academic policies and procedures. (JT)

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FACULTY HANDBOOK

TEXAS LUTHERAN COLLEGE

HE 007 388

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FACULTY HANDBOOK

TEXAS LUTHERAN COLLEGE

Seguin, Texas

During the 1974-75 academic year a Handbook Committee of the Faculty reviewed major sections of the Faculty Handbook. Revisions and major changes were considered and adopted by the Faculty. Revision is a continuing process and it will continue to take place in the future. It is known that some sections of this publication need additional review and revision.

This edition of the Faculty Handbook follows the general format of the 1968 TLC Faculty Handbook. Major revisions presented in the 1969-70 supplement, the 1972-73 revisions, and the 1974-75 revisions have also been incorporated. Numerous editorial changes due to alterations in titles and the administration of the College were also made.

July 1975

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I. ARTICLES OF INCORPORATION AND BYLAWS

A. ARTICLES OF INCORPORATION OF TEXAS LUTHERAN COLLEGE

ARTICLE I

Name, Location, Duration, Agent and Type

Section 1.01. The name of this Corporation shall be TEXAS LUTHERAN COLLEGE, and its principal place of business shall be in the City of Seguin, County of Guadalupe, and State of Texas.

Section 1.02. The period of duration for which this Corporation shall exist is perpetual.

Section 1.03. This Corporation shall be a non-profit corporation.

Section 1.04. The Registered Agent of the Corporation is Theos S. Morck, whose address is Administration Building, Texas Lutheran College, Seguin, Texas 78155.

Section 1.05. The Registered Office of the Corporation is Administration Building, Texas Lutheran College, Seguin, Texas 78155, and is the same as the office of its Registered Agent.

ARTICLE II

Purpose and Scope

The general purpose and scope of this Corporation shall be the establishment and maintenance of an institution of learning of collegiate rank, in which higher education shall be given in harmony with the Christian faith as taught in The American Lutheran Church. For this purpose the Corporation shall have power to provide teachers, suitable grounds and buildings, libraries, apparatus and equipment; prescribe courses of study and discipline; grant such literary honors and academic degrees as are usually granted by similar institutions; acquire and receive by purchase, gift, devise, bequest or in any other lawful manner, real and personal property, and own, hold, use, enjoy, sell, mortgage, lend, and encumber such property, and establish and administer endowment and trust funds for the benefit of the institution; and, in general, to do all things necessary and incidental to the successful conduct of the institution, consistent with law; adopt a constitution, bylaws and establish the rules and regulations necessary and proper to carry into effect its powers herein set forth and as authorized by law.

ARTICLE III

Membership

Section 3.01. The members of this Corporation are the delegates of The American Lutheran Church to its general meetings and entitled to vote at such meetings. The members of this Corporation shall remain members thereof until the convening of the succeeding general meeting of The American Lutheran Church or its successor, when they shall give place to the delegates entitled to vote at the succeeding general meeting of the Church, in accordance with the discipline and usage of said Church.

Section 3.02. The advisory members shall be those listed as advisory members of the General Convention in the Constitution and Bylaws of The American Lutheran Church or its successor, and not otherwise members of this Corporation.

Section 3.03. No contribution shall be required as a condition for membership, and there shall be no capital stock, nor shall the members thereof be held liable for the debts of the Corporation.

Section 3.04. In the case of dissolution of this Corporation, all assets in excess of the liabilities shall be the property of The American Lutheran Church or its successor.

ARTICLE IV

Meetings

The meetings of the members of this Corporation shall be held at the same place as the general meetings of said Church. Due notice given by the officers of The American Lutheran Church of its general meetings shall constitute due and sufficient notice of the convening of the membership of this Corporation. The presiding officer of the general meeting of said Church shall preside at the meeting of the membership of this Corporation.

ARTICLE V

Management

Section 5.01. The management of the business and affairs of the Corporation and the supervision of the curriculum and instruction of the College shall be vested in a Board of Regents. The Board shall consist of twenty-five members. Regents shall be elected by the Corporation in accordance with its bylaws. The term of one Regent shall be for two years, and the terms of twenty-four Regents shall be for not more than six years. A simple majority of the members of the Board shall be members of The American Lutheran Church. At least seventy-five percent of the members of the Board shall be members of Lutheran churches. Each Regent shall hold office until his successor Regent has been duly elected and has qualified. Nine members of the Board shall be elected at each meeting of the

Corporation, except that other Regents may be elected to fill additional vacancies. Any vacancy in the membership of the Board of Regents shall be filled by the Board until the next ensuing meeting of the Corporation. All business and affairs shall be conducted in accordance with the Charter, bylaws, and resolutions adopted by the Corporation.

Section 5.02. Other Lutheran Churches cooperating in the operation of Texas Lutheran College and contributing to its financial support may elect members to the Board of Regents, their election, however, being subject to ratification by the membership of the Corporation in its general meeting. There shall be at least four members on the Board from the Texas-Louisiana Synod of the Lutheran Church in America.

Section 5.03. The Board of Regents of Texas Lutheran College shall elect the President of the College in the manner provided in its Bylaws.

ARTICLE VI

Officers

The general officers of this Corporation and of the Board of Regents shall be a Chairman, a Vice-Chairman, a Secretary, and a Treasurer. The offices of the Secretary and of Treasurer may be held by persons other than members of the Board of Regents. The general officers shall be elected by the Board of Regents for a term of one year and shall hold office until their successors are elected and shall have qualified.

ARTICLE VII

All deeds of conveyances, mortgages, releases or other documents and contracts relating to both real and personal property of the Corporation shall be executed by the Chairman and Secretary as authorized and directed by the Board of Regents, or in such other manner as may be prescribed by the Bylaws.

ARTICLE VIII

These Articles of Incorporation may be amended at a meeting of the members of the Corporation by a two-thirds majority vote of those present and voting, provided that the amendment has been read at the last preceding meeting of the members of the Corporation, or has been approved by the Board of Regents and published in the official paper of The American Lutheran Church or its successor at least three months in advance of such meeting.

B. BYLAWS OF TEXAS LUTHERAN COLLEGE

ARTICLE I

Purpose and Scope

Section 1.01. Texas Lutheran College is established and maintained for the purpose of giving young men and women a higher education in harmony with the Christian faith as taught in The American Lutheran Church. The teaching and government shall aim to fit the student for an active life in service in his church and in society.

Section 1.02. This institution shall offer courses leading to the bachelor's degree, covering the subjects which are usually given in a standard Liberal Arts College and including regular instruction in the Christian religion. Subject to approval by the Board of Regents, graduate work may be offered as the Faculty shall decide.

Section 1.03. This institution shall give students who have chosen other vocations the general training of a liberal arts college, or a vocational or a prevocational training in the degree commensurate with the opportunities and abilities of The American Lutheran Church in order that the Lutheran Church may have intelligent laymen, firmly grounded in the Lutheran faith and equipped for vital service in their respective congregations and communities as well as in the Church at large.

Section 1.04. The usual honorary degrees and degrees in courses shall be conferred, on the nomination of the Faculty and the authorization of the Board of Regents. Diplomas given in evidence of degrees conferred shall be signed by the President of the College and the Chairman of the Board of Regents.

Section 1.05. Texas Lutheran College shall provide such other services in Christian higher education as will enhance the strength of the cause of Christ in the churches and communities of the area served, and shall extend at all times to other like-minded Lutheran synods the opportunity of cooperation in this type of Kingdom work.

ARTICLE II

Administration

Section 2.01. The College shall be governed in accordance with its Articles of Incorporation, Bylaws, and Resolutions adopted by the membership of the Corporation. The administrative power shall reside in the Board of Regents and officers, as set forth in the Articles of Incorporation, and the offices and committees elected from time to time.

Section 2.02. The Board of Regents shall meet two times annually at such time and place as may be determined by the Board

of Regents itself. Special meetings shall be called by the Chairman or the President of the College, with written notice mailed at least ten days previous to the day of meeting to each member of the Board at his last known address, specifying purpose, time, and place of meeting. Special meetings may be held at any time or place if all members are present and waive notice as to purpose, time, and place of meeting. The waiver shall be recorded in the minutes of the meeting.

Section 2.03. Regents regularly elected at the meeting of the Corporation shall take office at the first meeting of the Board of Regents next following their election, at which time the Board shall elect officers and committees. These officers and committees shall have such powers and exercise such authority as the Board of Regents may delegate to them or vest in them.

Section 2.031. The Chairman of the Board of Regents shall appoint a Committee of five, four members representing The American Lutheran Church and one member representing the Lutheran Church in America, for the purpose of making nominations for Board of Regents' vacancies. Only one candidate shall be presented to the Corporation for each position, but it is understood that nominations may be made from the floor at the biennial meeting of the Corporation.

The Board of Regents Nominating Committee shall present their LCA nominations to the Nominating Committee of the Texas-Louisiana Synod. Nominations from the floor cannot be made for the LCA representatives during a session of the Texas Lutheran College Corporation.

Section 2.04. The Board of Regents shall have charge of the investment of the funds of the College, except and in so far as the membership of the Corporation by resolution duly adopted at a meeting shall otherwise direct.

Section 2.05. The Chairman of the Board of Regents shall preside at the meetings of the Board. He shall, together with the Secretary, and as authorized and directed by the Board of Regents, execute all deeds of conveyance, mortgages, satisfaction of mortgages, contracts, and such other documents as may be necessary.

Section 2.06. The Vice-Chairman shall execute the duties of the Chairman in his absence or inability to act.

Section 2.07. The Secretary and the Treasurer shall perform the duties which usually pertain to these respective offices and such other duties as determined by the Board of Regents. The Secretary shall have custody of the Corporation Seal.

Section 2.08. Upon recommendation by the President of the College, the Board of Regents shall appoint the officers and staff members for whose appointment no other provision has been made; it shall adopt such rules and regulations as may be necessary for the efficient organization and administration of the College.

ARTICLE III

Officers of Administration

Section 3.01. The officers of the administration shall be the President, and any other officer so designated by the Board of Regents.

Section 3.02. The President shall be elected by the Board of Regents in a manner consistent with the policy of The American Lutheran Church. In case of protracted absence on the part of the President or his inability to act, the Board of Regents shall make temporary provision to care for the duties of his office.

Section 3.03. Upon nomination by the President of the College, the Board of Regents shall appoint any administrative officers deemed necessary for such terms as it may determine. In case of protracted absence, or inability to act, or vacancy in any of said offices, the President shall fill it until the next ensuing meeting of the Board of Regents.

Section 3.04. The President shall be the executive head of the College and Chairman of the Faculty. He shall annually report to the Board of Regents and to the Corporation concerning the work and the needs of the College. He shall also make such other reports as the Board may request or circumstances demand.

Section 3.05. The other officers of administration shall perform the duties which usually pertain to their respective offices and such other duties as determined by the Board of Regents.

ARTICLE IV

The Faculty: Election, Power, and Duties

Section 4.01. The teaching staff shall consist of professors, associate professors, assistant professors, instructors, and assistants. As a general rule, the qualifications for teaching at Texas Lutheran College shall include membership in the Lutheran Church. In all cases faculty members and personnel shall be persons of moral integrity and Christian character.

Section 4.02. The Board of Regents shall, upon nomination by the President, elect teachers, determine their salaries, specify their particular duties, and establish their rank. In case of emergency, the President shall have power to make temporary appointments.

Section 4.03. The Faculty of the College shall consist of the President, the officers of administration, members of the teaching staff, and such others as the Board of Regents may designate.

Section 4.04. The Faculty of the College shall, with the approval of the Board of Regents, establish the departments of in-

struction, decide upon courses of study, and determine the requirements for admission to the College and for graduation. It shall, with the approval of the Board of Regents, establish the rules and regulations and elect, or cause to be selected, the committees which may be required for the efficient operation of the College.

Section 4.05. In case the President deems it necessary, he may suspend a teacher and shall report such action to the Board of Regents. The teacher may appeal his case to the Board of Regents.

Section 4.06. In the case of complaints against the President, any charge made shall be presented directly to the Board of Regents in writing, properly signed and verified.

ARTICLE V

Amendments

These Bylaws may be amended at a meeting of the members of the Corporation by a majority vote of those present and voting, provided that the amendment has been read at the last preceding meeting of the members of the Corporation, or has been approved by the Board of Regents and published in the official paper of The American Lutheran Church or its successor at least three months in advance of such meeting.

C. BYLAWS OF THE FACULTY

ARTICLE I

Membership

Section 1.01. The Faculty shall consist of the President, the Vice-President for Academic Affairs and Academic Dean, the Vice-President for Student Affairs and Dean of Students, the Vice-President for Development and Public Relations, the Vice-President for Fiscal Affairs and Business Manager, the Dean of Admissions, the Director of the Library and other full-time professional library staff, the Registrar, the Campus Pastor, the Assistant to the President for Church Relations, members of the teaching staff of the rank of instructor or higher, and such others as may be designated by the President with the approval of the Board of Regents.

Section 1.02. Voting members of the Faculty are: (a) the President and the administrative officers indicated in Section 1.01; (b) all active members of the Faculty with the rank of professor, associate professor, assistant professor, or instructor, and all part-time instructors carrying a minimum teaching load of nine semester hours.

ARTICLE II

Officers of the Faculty

Section 2.01. The officers of the Faculty are the President, the Vice-President for Academic Affairs and Academic Dean, the Vice-President for Student Affairs and Dean of Students, the Vice-President for Fiscal Affairs and Business Manager, the Registrar, and the Secretary of the Faculty.

Section 2.02. Appointments: (a) the President is appointed by the Board of Regents; (b) the Vice-President for Academic Affairs and Academic Dean, the Vice-President for Student Affairs and Dean of Students, the Registrar, and the Vice-President for Fiscal Affairs and Business Manager are appointed by the Board of Regents on nomination by the President; (c) the Secretary is elected annually by the Faculty.

Section 2.03. Duties of the administrative officers are outlined in the section under Administrative Organization.

ARTICLE III

Functions of the Faculty

Section 3.01. The Faculty cooperates with the administration of Texas Lutheran College for the purpose of providing a liberal college education under Christian auspices. In order to attain this objective, the faculty has the following responsibilities:

(a) determination of admission and graduation requirements,
(b) provision for the religious life of the students,
(c) provision for the order and government of students on the campus,
(d) provision for a well-integrated curriculum designed primarily to give students an intelligent approach to the problems of modern living,
(e) determination of candidates for degrees,
(f) determination of the college calendar.

Section 3.02. The Faculty may delegate any of its functions to individuals or committees.

ARTICLE IV

Meetings

Section 4.01. Regular meetings of the Faculty are held at such times and for such purposes as the Faculty shall determine.

Section 4.02. Special meetings of the Faculty may be called by the President or at the request of one or more faculty members.

Section 4.03. (a) A quorum for the conduct of business meetings of the Faculty shall be a majority of voting members.

(b) The conduct of all business meetings of the Faculty shall be governed by Robert's Rules of Order.

ARTICLE V

Committees

Section 5.01. The President appoints the members of all special or standing committees for a term of one year except for the committees on Honorary Degrees, and Promotion in Rank and Tenure. The duties of these committees are determined by the Faculty.

Section 5.02. (a) A quorum for the conduct of all official committee action shall be a majority of the voting members.

(b) The conduct of all faculty committees shall be governed by Robert's Rules of Order.

ARTICLE VI

Amendments

Section 6.01. Amendments to the Faculty Bylaws may be made by a three-fourths vote of the voting members of the Faculty present at a meeting, subject to ratification by the Board of Regents.

Section 6.02. Proposed amendments are submitted in writing at a regular meeting of the Faculty and voted upon at the next regular meeting.

II. PRINCIPLES AND OBJECTIVES OF THE COLLEGE

A. Statement of Purpose

(The statement of purpose which follows was adopted by the college faculty in 1967.)

Texas Lutheran College is a community of learning and a community of faith.

As a community of learning the College stresses the liberating potential of the disciplined pursuit of academic excellence within the context of academic freedom. Its faculty and staff seek to engage each student in a process of self-education which will assist him to develop as an informed and resourceful person in today's rapidly changing world. It provides an academic program based upon the tradition of the liberal arts and designed to serve a diversified community.

As a community of faith the College celebrates the liberating power of the gospel as applied to the whole of human life. The biblical vision of the world as created, judged, redeemed and fulfilled by God in Christ is rich in significance for the work and hopes of men today. It is the unique privilege and responsibility of the Christian college to explore these implications freely and boldly. Thus it leads the church to face the challenge of new insights and to formulate fresh means of creative service.

As an institution of the church the College provides an education in the arts and sciences which is given perspective by the Christian faith. This function is carried out through an undergraduate curriculum leading to the bachelor's degree. The curriculum requires a broad introduction to the various disciplines and a thorough understanding of one or more.

In working to bring learning and faith into intimate relationship, Texas Lutheran College is discovering afresh that each can strengthen, clarify and enrich the other. Men and women who live and work in these contexts find their own purposes enlarged and deepened. A compassion born of faith and a competence informed by learning shape the mission of the College in this day.

B. Student Development Objectives

During the spring of 1970 the All-College (Advisory) Council amplified the "Statement of Purpose" by indicating specific ways in which the student at Texas Lutheran College should be able to experience the community of learning and the community of faith. These ways include such things as:

....expertise in a particular chosen discipline and sensitivity toward other academic areas

....diversity of geographic, racial, religious, and ethnic backgrounds in the student body

....participation in the overall College decision-making process regarding curriculum and campus life

....opportunities for worship during the week and on Sundays

....enrollment which preserves the small college atmosphere

....close relationships with the faculty and administration

....striving for contemporaniety in the Church in order to relate Christian faith to human need

....practical involvement in service programs in the Seguin and surrounding communities

....new types of study situations on and off the campus, particularly through the Ventura I and inter-college programming

....opportunity to choose and share in numerous activities outside the classroom according to personal interest

....residence in diverse kinds of campus housing since the College is primarily residential in character

....a quality of life which combines an awareness of our heritage and an openness to change.

C. The College and the Church

The Constitution and Bylaws as well as the Articles of Incorporation of The American Lutheran Church present the following statements:

[The Church is to] "establish, develop, maintain, and operate theological seminaries, colleges, and schools, and develop programs of ministry to higher education." [Articles of Incorporation, Article II, A, (4) and Constitution, Chapter 2.24]

"The Division for College and University Services shall serve all congregations by planning and directing a program of education, Christ-centered in character, at the schools, colleges and universities of this church ... . The purpose of this division shall be to prepare skilled and consecrated candidates for significant service in church and society and consecrated candidates for theological education." [Constitution, Chapter 12.8]

"Under the supervision of the appropriate national board each college or university ... of this church shall operate in conformity with the teachings, policies, procedures, and purpose of The American Lutheran Church." [Constitution, Chapter 5.3]

In addition to the ownership and support relationship existing with The American Lutheran Church, the College enjoys a supportive relationship with the Texas-Louisiana Synod of The Lutheran Church in America. The synod's constitution states:

"This synod accepts and sustains a supporting relationship to Texas Lutheran College as its college of primary responsibility and to Bethany College as its college of secondary responsibility with a three-fold concern for their character as Christian institutions of learning, their academic excellence, and their material welfare." [Constitution, Article 8-2]

The Texas District of the Lutheran Church-Missouri Synod also provides church-based support, as evidenced by the significant number of Lutheran Church-Missouri Synod students enrolled at the College and by advisory representation on the Board of Regents.

While appreciating its relationship with the Lutheran Church, Texas Lutheran College encourages and welcomes students of other denominations and faiths. A diversity within the student body is regarded by the College as a good characteristic, and that diversity works for the benefit of both the Lutheran and non-Lutheran student.

Students of other denominations who wish to avail themselves of the educational opportunities offered by the College are welcome and will find the spirit of Texas Lutheran College a challenge to a life of useful Christian service.

D. Aims and Objectives

The primary purpose of Texas Lutheran College is to provide for the spiritual, intellectual, social, and physical growth of its students in accordance with the best recognized principles of higher education and in conformity with the religious and moral principles of Christianity as held by the Lutheran Church.

It would aid young men and women of college age in the development of a well-rounded and well-balanced personality with all its intellectual, emotional, and volitional powers and aptitudes.

E. Objectives for General Education at Texas Lutheran College

Texas Lutheran College subscribes to the following objectives:

1. To encourage an appreciation and understanding of Christian doctrine in order to challenge students with the Christian philosophy of life for their own growth and to equip them to help contribute to the solution of the problems of society.

2. To employ every means of useful instruction in order to have the assurance that the student will make correct and effective use of the English language for oral and written communication.

3. To develop abilities to comprehend certain phases of great literature as a record of significant human experience, and to create a permanent desire for the appreciation of good literature.

4. To introduce the student to the basic discoveries of science and mathematics, to give him experience in scientific techniques, to help him to interpret the significance of scientific discoveries, and to develop an appreciation of the contributions of the God-created, natural phenomena to modern civilization.

5. To acquaint the student with the basic historical, sociological, governmental and economic facts of human group behavior and to equip and inspire him for a more intelligent and effective Christian citizenship and leadership in all his individual and cultural associations.

6. To stimulate the appreciation and practical use of the fine arts for the enrichment, inspiration and enjoyment of the good life. To make possible for the student a broadening, elevating, and refining experience in the fine arts, to make him more sensitive to beauty, and to help him to discover in himself latent talent, capacities and interests.

7. To encourage the student to take a deep interest in basic health knowledge and habits, physical skills and recreational interests essential to personal and social well-being.

8. To develop an ideal of continued intellectual growth through thought, reason, judgment, and self-criticism, and through the cultivation of intellectual and cultural interests.

F. Academic Freedom at Texas Lutheran College

Academic freedom is looked upon as one of the precious treasures of the instructor at the liberal arts college. An excellent statement on academic freedom is that which has been used in the application forms of the North Central Association of Colleges and Secondary Schools entitled "Freedom of Teaching." The statement is reprinted here both because of its inherent excellence and because Texas Lutheran College has accepted it as its own.

Freedom of Teaching

(a) The basic justification for freedom of instruction arises from the need of students. It is the student's right to learn the complete truth about the subjects that he studies and his right to unhampered thinking about the problems that arise in such study that calls for and justifies the freedom of the teacher. This freedom should never be denied to the student. It can exist only where a corresponding liberty of instruction is guaranteed to instructors.

(b) Integral with the matter of instruction is the need for investigation in all those areas of knowledge with which education must deal. Institutions of higher learning have become the major reliance of society for creating new knowledge, and research is the essential method for this purpose. It alone enables college instruction to keep abreast of the changing pattern of knowledge. Freedom of research rests, therefore, upon the same basis as freedom of instruction; namely, the right of students to learn. The arbitrary limitation of this freedom is an undesirable abridgment of student needs. It also lessens the contribution that modern society may ligitimately expect from its institutions of learning.

(c) In a socially created and socially supported institution such as a college or university there can be no such thing as complete freedom or expression in word and act. The basic limitations upon freedom

arise out of the universally accepted beliefs and mores of society, such as truthfulness, decency, moral integrity, loyalty, and the canons of good taste. These may be assumed as binding upon all college instructors as upon other good citizens.

(d) Since society permits and encourages certain groups, such as religious organizations, to found colleges that are intended to render service to a particular group, it is permissible and right for the sponsors of such colleges to define appropriate limitations of instructional freedom.

(e) Where such justifiable limitations are a part of the settled and accepted policy of an institution, they should be a matter of record and should be made known to any person before he enters the service of any such college or university. Failure to make known such limitations in advance of appointment is a delinquency on the part of an appointing agency.

(f) In the absence of information regarding such specific limitations, it may be assumed by an instructor that his freedom is limited only by such broad conditions as are set forth in section c above.

(g) Desirable conditions of freedom of instruction and research can be maintained only when both teachers themselves and the administrative officers and board of control accept their respective responsibilities in reference to the matter.

(h) On his part a teacher is in duty bound to respect such limitations as are indicated in paragraph d above and such other limitations as have been made a condition of his appointment.

(i) Further, an instructor should conscientiously respect such limitations as are imposed by the bounds of his own competence. A college teacher can be a scholar in certain areas only. In many fields of knowledge he is certain to be a mere layman. In the area of his scholarship he is entitled to the largest possible freedom; in other areas he is entitled only to the freedom of the layman and he should not claim more.

(j) Within the limitations imposed by the acknowledged purposes of an institution, it is the obligation of a college president and of a board of control to guarantee that liberty of teaching shall not be abridged in an institution under their direction. They are bound not only to avoid and restrain official action that would infringe upon desirable freedom, but they are further obligated actively to defend the faculty against influences from outside the institution. Freedom is so precious an asset to an institution that it is preferable that the foolish speech of an unwise teacher should be tolerated rather than that the atmosphere of an institution should be clouded by summary treatment of the offender. Generous tolerance is, in such cases, the badge of excellence.

This statement has been qualified by Texas Lutheran College as follows:

1. The Articles of Incorporation of Texas Lutheran College states:
   Article II - "The general purpose and scope - - - shall be the

establishment and maintenance of an institution of learning of collegiate rank, in which higher education shall be in harmony with the Christian faith as taught in The American Lutheran Church."

2. For the practical purpose of defining the limits within which freedom of instruction operates, instruction affecting religious beliefs must not violate the teaching of Luther's Small Catechism.

3. Should violations come to the attention of the administration, the administration would first counsel with the teacher; only when further contrary instruction threatens the reasonable and harmonious functioning of the College would the administration advise the teacher of his incompatibility with the spirit of the College.

III. ADMINISTRATION

A. Organization Chart (See insert.)

B. Administrative Officers and Personnel

1. The President

The President of Texas Lutheran College shall:

Be the chief executive officer of the College. He shall supervise the work of the faculty and the administrative staff in the conduct of college affairs. He is chairman of the faculty and shall receive from each administrative officer periodic reports.

Be the spiritual leader of the institution through his own work and that of the members of the faculty and staff. He shall foster the growth of the College as an institution of The American Lutheran Church.

Be the chief representative of the College in its educational, business, and general relationships.

Be concerned in the securing of funds, grants, and gifts from foundations and other sources in order to maintain and strengthen the educational program.

Be responsible to the Board of Regents for the proper conduct of his office, report regularly to the Board of Regents and to the Church concerning college affairs, and recommend to the Board plans and programs for the welfare of the College in its service to the Church and society.

The President's Council

The President's Council shall be an advisory board to the President and, in turn, to the Board of Regents. Members of the Council are ex officio, representing the principal administrative areas of responsibility. The Council is to meet at the discretion of the President and shall have the responsibility of advising him in coordinating the activities of the College. Its membership is normally the Vice-President for Academic Affairs, Vice-President for Fiscal Affairs, Vice-President for Student Affairs, Dean of Admissions, Vice-President for Development and Public Relations, Assistant to the President for Church Relations, and the Campus Pastor.

2. Assistant to the President for Church Relations

This office serves as a link between the President of the College and a principal constituency of the College - the Church. Its concerns include communication from the College to the Church, and from the Church to the President's office; the College's admissions work as it relates to pastors and churches; continuing education - LIFRS; and administrative work on the institutional level as

designated by the President.

3. Director of the Lutheran Institute for Religious Studies

The Director of the Lutheran Institute for Religious Studies serves as coordinator for non-credit continuing adult education on and off campus. Primary focus is on the training of clergy and laity, including TLC alumni and faculty, in meeting their continuing education needs. Secondary focus is on helping congregations with their goal setting and planning resources. In pursuit of these functions the director also serves as a broker for visiting and guest faculty from other colleges, universities and seminaries as well as talented individuals in business and church. The director also serves as liaison for TLC with the other adult centers in TALC and LCA colleges and with seminar leaders in all three Lutheran bodies and area Conferences of Churches. (This person also serves as Campus Pastor.)

4. Vice-President for Academic Affairs and Academic Dean

The Vice-President for Academic Affairs and Academic Dean reports to the President. The Dean is responsible for general academic affairs including curriculum and the academic support services, such as the Registrar's office, the Library, the Mexican-American Studies Center, and curriculum related computer activities.

The chief academic officer affirms the faculty in their work and calls them to fulfill their potential as teachers and professional educators. The Academic Dean is also an agent in facilitating and fulfilling all dimensions of the academic program to which the College is committed. The Dean is to give leadership in the traditions of Texas Lutheran as a liberal arts college of the Lutheran Church, and to shape the future in academic programs.

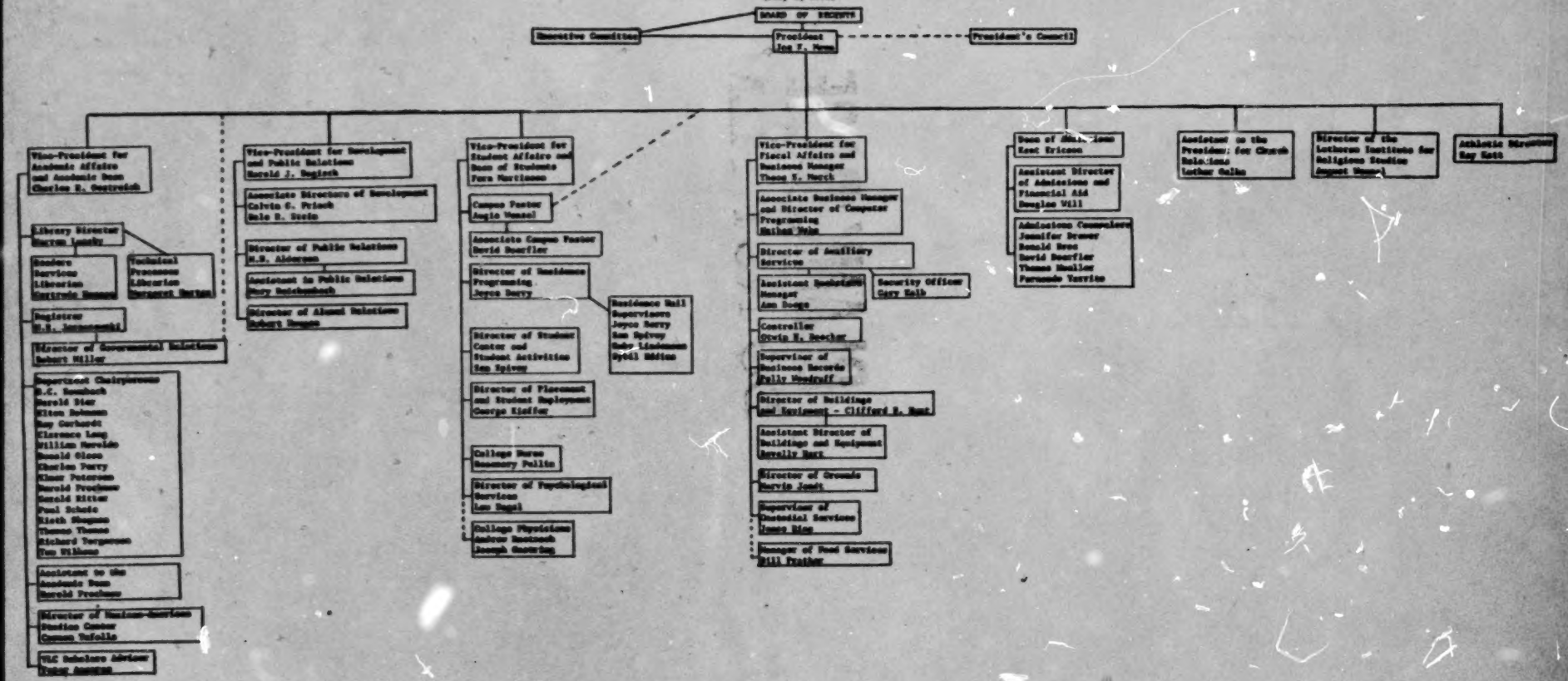
The Academic Dean is responsible for the administration of faculty personnel policies. This entails both the supervision of, and the participation in, faculty selection, retention, evaluation, promotion, and compensation activities. Recommendations regarding these matters are to be made to the President by the Academic Dean on a regular and continuing basis. The Dean is also responsible for the coordination of faculty load assignments. The Dean is expected to provide leadership in developing support systems for faculty growth and development, including summer grants, academic leaves, and faculty forums. In connection with all of these responsibilities, the Dean serves as a member of all committees and is chairman of the Educational Policies Committee and the Teacher Education Committee.

The VPAA is to work as a part of an administrative team; he is to effectively organize a complex work load and establish priorities to plan and manage elements of an instructional and personnel budget. He is also expected to articulate and develop a harmonious relationship between the components of the College.

It is also expected that the Dean will combine an ability to lead with a disposition to listen. The Dean should envision, establish, and articulate program goals. He is expected to have knowledge of

TEXAS LUTHERAN COLLEGE

1975-76 ADMINISTRATIVE ORGANIZATION
(July 1, 1975)



major trends in higher education and share this information with faculty and administrators. He is expected to assess and evaluate the various instructional programs and to be an active participant within the structure and the procedures of college governance.

5. Assistant to the Vice-President for Academic Affairs

This position is an extension of the Vice-President for Academic Affairs for the purpose of assisting with the administration of academic affairs. More specifically, its concerns include academic advising of individual students, handling academic advisor assignments and orientation, taking measures to help in retention of students, and maintaining public relations through parental contacts. Major assignments include direction of the Ventura I term.

6. Registrar

The Registrar supervises policies and procedures common to the various departments of the College, particularly those that pertain to the enrollment procedure, academic recording and certification, and the interpretation of statistical data. This office functions in an academic realm, with specific concern for upholding the academic standards of the institution. The Randolph Air Force Base Center is directed and administratively served by this office.

7. Director of Governmental Relations

The Director of Governmental Relations coordinates and supervises all of the College's relationships with the state and federal governments, including the application for government grants. The Director supervises administrative and certification procedures for all veteran/military students and supports the Registrar in the counseling and evaluation of prospective veteran/military students. This office provides liaison between the Registrar, Veterans Administration, and area military bases.

8. Director of the Library and Librarian

The Director of the Library and Librarian has the responsibility for administering and developing the library program in such a way as to bring about: (1) a well-balanced collection of books, periodicals, and other library materials which support the curriculum and the general educational objectives of the College; (2) the maintenance of essential library services relating to the collection, the facilities, and the people who use them; and (3) the integration of the library program with the teaching and learning programs of the College.

9. Readers' Services Librarian

The Readers' Services Librarian has the specific responsibility for providing effective services in the areas of circulation, reference, and periodicals. This includes scheduling and supervising student, clerical, and volunteer assistants.

10. Technical Processes Librarian

The Technical Processes Librarian has the specific responsibility for providing effective services in the areas of classifying, cataloging, and processing of library materials. This includes supervising clerical and volunteer assistants.

11. Director of Mexican-American Studies Center

The Mexican-American Studies Center Coordinator has the responsibility for the stimulation of a bicultural environment on the College campus and for the encouragement of educational opportunities serving to acquaint and involve the college community with the Mexican-American community. Its activities include: (1) counseling of enrolled and prospective TLC students, and advertisement and promotion of opportunities for job placement, tutoring, financial assistance, and graduate work; (2) the sponsoring of Mexican-American plays, poetry readings, art shows, guest speakers, films, and rap sessions; (3) the promotion of involvement opportunities in the Mexican-American community: tutoring programs, voter registration, social work programs, field trips, dances, and bicultural research; (4) the maintenance of a balanced collection of literature and materials relating to the Mexican-American cultural and social experience; (5) the integration of traditional course work with the special educational experiences recognizing the many facets of the Mexican-American culture.

12. Director of Computer Activities

This office is responsible for the efficient operation of a computer center, the security of the data, and assistance in the development of information systems. The director should give advice and assistance to the faculty for the academic use of the computer. He should work with the administration to develop systems that will provide data for current operations as well as data for analysis and planning. (This person also serves as Associate Business Manager.)

13. Vice-President for Development and Public Relations

The Vice-President for Development and Public Relations has the responsibility for the supervision and coordination of the Alumni, Development, and Public Relations offices of the College. A Director of Alumni Relations and a Director of Public Relations are responsible to the Vice-President for Development and Public Relations for the functioning of those two offices. The Vice-President for Development and Public Relations is also responsible for planning, implementing, and directing the fund raising efforts of the College. This includes the direct solicitation of funds from individuals, foundations, churches, and corporations.

14. Associate Directors of Development

The Associate Directors of Development assist the Vice-President for Development and Public Relations in carrying out the fund raising efforts of the College. Certain responsibilities are designated to each director. One is responsible for foundations and

churches. The other is responsible for deferred giving and office administration. Both associate directors assist with general solicitation of funds from individuals.

15. Director of Alumni Relations

The Director of Alumni Relations is responsible for planning, implementing, and directing the alumni program of the College. This includes maintaining of records on all alumni, coordinating fund raising efforts among alumni, and keeping all former students of the College informed concerning the College and its various programs. The Director of Alumni Relations also serves as Director of the Alumni Association, an organization composed of all individuals who attended Texas Lutheran or one of its predecessor institutions.

16. Director of Public Relations

The Director of Public Relations is responsible for planning, implementing, and directing the public relations program of the College. This includes the preparation and distribution of news releases, the coordination of official college publications, and general responsibility for the College's relationships with its various publics.

17. Assistant in Public Relations

The Assistant in Public Relations assists in the preparation and distribution of all news releases to the general media, provides original design ideas and art work for printed materials, arranges for photographs of campus events, and otherwise assists in the general operation of the Public Relations office.

18. Vice-President for Student Affairs and Dean of Students

The Vice-President for Student Affairs and Dean of Students is responsible to the President of the College for the administration, coordination, and development of student personnel services. These include residence life, student activities, psychological services, religious life, the health center, placement, and special services.

The student personnel staff encourages the student, as a unique creature of God, to find self-fulfillment through a wholesome integration of academic, social, cultural, and religious experiences. The student personnel staff includes the Director of Residence Programming, the Director of the Student Center, the Psychological Services Director, the Campus Pastor, the College Nurse, the Directors of Residence Halls, and the Director of Placement.

19. Director of Residence Programming

The Director of Residence Programming is responsible to the Dean of Students for the administration of the student residence system, and directs the residence halls and apartments with a philosophy that conceives of housing and related services as educational tools for learning and personal development. The position is also one

of counselor to students in areas of personal and social needs. The Director of Residence Programming performs additional duties as directed by the Dean of Students and/or the President and acts in other areas of student life in the absence of the Dean of Students.

20. Director of the Student Center

The Director of the Student Center is responsible for the scheduling and use of the student center excluding the post office, switchboard, bookstore, and dining services, which are managed by the Business Office.

He is responsible for the master calendar, coordinates the activities of the entire campus, and is the advisor to the student productions council, which is directly involved with much of the social and cultural entertainment at TLC.

21. Psychological Services Director

The Office of Psychological Services is responsible for such counseling and/or psychological testing as shall be appropriate to assist students in achieving maximum freedom and effectiveness for the educational process and for inter-personal relationships. This shall include personal and vocational counseling and testing in such areas as personality, vocational interest, I.Q., aptitude, ability, and dysfunction with appropriate interpretation and, if necessary, consultation with other professionals.

22. Campus Pastor

The Campus Pastor is primarily responsible for the ministry of Word and Sacrament on the campus. The discharge of this responsibility involves him in the dual capacity of extending the ministry of the church on the campus and assisting the students, faculty, and administration in the advancement of Christian life and thought in the academic enterprise. Administratively the Campus Pastor works as part of the Student Personnel Staff under the Dean of Students. Both his role as Campus Pastor and his function as part of the Student Personnel Staff make counseling an important aspect of this ministry. (This person also serves as the Director of the Lutheran Institute for Religious Studies.)

23. Associate Campus Pastor

The Associate Campus Pastor is responsible to the Campus Pastor and assists in implementing the responsibilities of the Campus Pastor (see above).

24. College Nurse

The College Nurse supervises the activities of the Health Center in cooperation with the college physicians. She maintains office hours and is on call after hours and weekends. She administers medications ordered by college and family physicians, treats minor sprains and wounds, arranges for student appointments with college physicians, dentists, optometrists, and other specialists on a

referral basis. She maintains a file of health and medical permission forms, assists with athletic physical examinations, and notifies the faculty via the Dean of Students Office of student absences due to illness.

25. Residence Hall Director

The Director is responsible for the operation of the hall. This includes coordinating hall projects and supervising the self-determined hours and guest program. Each hall director is assisted by resident assistants (RA's), who are upperclass persons living in the halls.

26. Director of Placement

This office is responsible to the Dean of Students for the administration of the Placement Services program. It is the objective of the Placement Services to assist students and ex-students in achieving their career objectives by making known to them the full range of employment opportunity and by assisting them to present themselves effectively as candidates for positions. The coordinator of student employment attempts to provide financial assistance for students through part-time, temporary, and vacation jobs, as well as to provide work experience as part of their career development program.

27. Dean of Admissions and Director of Financial Aid

The Dean of Admissions is directly responsible to the President. In this position he supervises and coordinates the admissions and financial aid functions of the College. He is responsible for all recruitment efforts to obtain new students. He also makes decisions on individual admissions cases based on clearly established policies and practices. As Director of Financial Aid he oversees the maintenance and awarding of financial aid to new and present students. In both these functions the office cooperates with the College's faculty committees on admissions and financial aid and acts as a liaison for new students between the Academic Dean, Dean of Students, Registrar, and Controller.

28. Assistant Director of Admissions-Financial Aid

The Assistant Director of Admissions-Financial Aid assists the Dean of Admissions and Director of Financial Aid in his responsibilities, with particular attention to the developing of financial aid packages for students. Part of his time is spent in the counseling and recruitment of new students. (See the description of Admissions Counselors below.)

29. Admissions Counselors

The Admissions Counselors report to the Dean of Admissions. In this position, they are responsible for the counseling and recruitment of new students to attend Texas Lutheran. Fulfillment of this responsibility requires extensive travel, personal contact with various college constituency groups, high schools, and junior colleges; and the planning and direction of program activities

both on and off campus.

30. The Vice-President for Fiscal Affairs and Business Manager

The Vice-President for Fiscal Affairs and Business Manager reports to the President and is responsible for the fiscal affairs and the business management of the College. The duties of the position include assisting in the formulation of broad, general policies of the institution and formulating business policies, developing operating procedures and coordinating business operation at the institutional level. Other duties are assisting the President with the preparation of the budget and defining the work of all the staff in the Business Office.

31. Associate Business Manager

The Associate Business Manager reports to the Vice-President for Fiscal Affairs and is responsible for operation of the Business Office in the absence of the Vice-President for Fiscal Affairs. The duties of the position include the installation of a computer center on campus and management of the central service functions on campus. (This person also serves as Director of Computer Activities.)

32. Controller

The Controller reports to the Vice-President for Fiscal Affairs. The duties of the position include the receipt, disbursement, and accounting of all funds, and responsibility for budget control and for monthly and annual financial reports.

33. Director of Auxiliary Services

The Director of Auxiliary Services and Bookstore Manager reports to the Vice-President for Fiscal Affairs. The duties of the position include the bookstore, purchasing, post office, telephone services, inventory, athletic ticket sales, summer camps and activities, parking and security.

34. Supervisor of Business Records

The Supervisor of Business Records reports to the Controller and assists him in his various responsibilities. The duties of the position include the disbursement and collection of all loans, student accounts receivable, and for the disbursement of all financial aid. Other duties are keeping the employment procedures and records for all non-academic personnel current.

35. Director of Grounds

The Director of Grounds reports to the Vice-President for Fiscal Affairs. As a working foreman, the duties of the position include the supervision of groundsmen in the cutting and trimming of grass, planting and pruning of trees and shrubs, and caring for a limited number of flower beds on campus. The duties also include maintaining a small greenhouse for plant propogation and providing cut flowers for special occasions.

36. Director of Buildings and Equipment

The Director of Buildings and Equipment reports to the Vice-President for Fiscal Affairs and is responsible for the direction of maintenance activities, including custodial care of all buildings.

37. Assistant Director of Buildings and Equipment

The Assistant Director of Buildings and Equipment reports to the Director of Buildings and Equipment. The duties of the position include all maintenance activities, including heating and air-conditioning of all buildings. Other functions are assigned by the Director of Buildings and Equipment.

38. Supervisor of Custodians

The Supervisor of Custodians is responsible to the Director of Buildings and Equipment. He is responsible for the cleanliness and orderliness of all buildings on campus.

39. Assistant Bookstore Manager

The Assistant Bookstore Manager reports to the Director of Auxiliary Services, and job responsibilities include retail sales, ordering of textbooks as recommended by academic department chairpersons, ordering supplies, depositing daily cash sales with the Business Office, semi-annual inventory, and buying back of textbooks.

40. Security Officer

The Security Officer reports to the Director of Auxiliary Services and is responsible for campus-wide security.

41. Director of Athletics

The Director of Athletics is responsible for the implementation of athletics policies and general supervision of the inter-collegiate program. His responsibilities include the following: (1) preparing the budget for the sports program; (2) purchasing equipment and supplies; (3) scheduling athletic contests; (4) arranging for officials; (5) supervising eligibility requirements; (6) arranging for team transportation; (7) seeing that medical examination of athletes and proper insurance coverage are adequate; (8) providing police protection and crowd control at home games; (9) supervising the athletic grant program.

IV. FACULTY ORGANIZATION

A. Faculty Meetings

Regular faculty meetings are scheduled at the discretion of the faculty, usually decided upon at the fall pre-registration faculty meeting. The faculty members are to be seriously concerned about attending all regular faculty meetings; the secretary is to record the absences. Requests for excuses are to be made to the President of the College.

B. Committees

Committee appointments, including the chairperson designations, are made by the President of the College, unless the Faculty Handbook states otherwise or unless students are to be appointed by a special procedure.* Unless otherwise specified in the Handbook, the term of membership for all committees is one year. The President and the Academic Dean are ex-officio members of all the committees. Minutes are to be prepared and distributed whenever possible.

*(The special procedure calls for student members to be appointed in the spring of the year for the following academic year. They must be juniors or seniors while they serve on the committee and must not be on scholastic probation. They will be appointed by a committee made up of the Student Association President, the chairpersons of the standing committees of the Student Senate, and the College President (advisory). This special procedure applies to the following committees: Athletics, Educational Policies, Financial Aid, and Library.)

1. Academic Standards Committee

The membership is to consist of one faculty member from each division of the College, the Registrar, and the Dean of Students.

The function of the committee is to consider cases for readmission and suspension brought before it by the Registrar. When exceptions to the normal policies are involved, the committee will submit its findings in the form of recommendations to the President. Members of the committee are also to assist, directly and indirectly, in the student advising process.

2. Admissions Committee

The membership is to consist of two faculty members, the Dean of Admissions, and the Registrar.

The function of the committee is to implement the admissions policies of the College, review current policies, and make recommendations regarding changes in College admission policy. The committee may also consider such special cases as are brought before it by the Dean of Admissions or by the Registrar.

3. Athletics Committee

The membership is to consist of three faculty members, one of whom is to serve as chairperson of the committee and as the faculty representative to the Big State Conference; the Director of Athletics; the Business Manager; the Chairperson of the Department of Health, Physical Education and Recreation; and two students. Head coaches are advisory members.

The committee is to plan and recommend to the administration a diversified and well-rounded intercollegiate program, approve schedules, set up policies governing the granting of athletic awards, and supervise grants-in-aid.

4. Building and Grounds Committee

The membership is to consist of the Business Manager, the Vice-President for Development and Public Relations, and three faculty members to be elected by the faculty.

The function of the committee is to assist the President and the Board of Regents in general planning for the physical improvement of the College. Also, prior to specific planning for an individual project, this committee is to appoint an ad hoc committee to assist the President in planning for that project. The membership of the ad hoc committee is to consist of at least one person from each academic department and administrative office directly affected by the project.

5. Christmas Vespers Committee

The membership shall consist of four to six faculty and administrative staff members and two students chosen by the campus congregation.

In planning the Christmas Vespers, the committee is to coordinate the work of the music department with that of other segments of the campus community, with the objective of making the Vespers serve as the College's Christmas message to the campus community and to the constituency.

6. College Priorities Committee

(See description under All-College Council.)

7. College Services Committee

(See description under All-College Council.)

8. Cultural Activities Committee

The membership is to consist of four faculty members, one of whom is to serve as chairperson; four students selected by the Student Productions Council; the Director of the Alumni Student Center; and the Dean of Students as an advisory member.

The functions of the committee are to plan and present guest

artist performances, including lectures, concerts, drama, films, and other cultural events. The committee is to report to the Student Productions Council and the faculty on projected activities.

9. Educational Policies Committee

The membership is to consist of the Academic Dean (Chairperson), the Registrar, the Librarian, the departmental chairpersons, and two students.

The committee is to work with the administrative officers and the departments so that the objectives of the College may be effectively carried out. To that end, it serves in an advisory capacity to the Academic Dean and the Registrar in the administration of the academic program.

The major responsibilities and functions of this committee are these:

a. To guide the faculty in the formulation of general educational policies of the College, and regularly to make reports of the committee meetings to the faculty.

b. To evaluate the adequacy of the academic program and call for confirmation by the faculty of all major changes in academic requirements in the curriculum.

c. To give consideration to special requests of students, particularly regarding exceptions to certain standards which, because of peculiar circumstances, would hinder their most effective academic development.

d. To review the administrative practices and the work of other committees as they relate to the effectiveness of the academic program, and to make necessary recommendations to the respective officers and committees.

e. To keep itself well-informed concerning problems, trends, and developments in higher education and, through educational meetings of the faculty and otherwise, to initiate specific studies of problems which are of particular concern to Texas Lutheran College and The American Lutheran Church.

10. Faculty Compensation Committee

The membership is to consist of the elected representatives of the five divisions of the College. Normally, each member will be elected for a three-year term, with not more than two members elected in a given year.

The responsibilities of the committee are these:

a. To be concerned with compensation policies and guidelines.

b. To work with the administrative officers and the faculty in evaluating the salary schedule by rank and the fringe benefit

program provided by the College for faculty members, and to propose guidelines for adjustments in salaries that are considered necessary.

c. To assist in providing accurate information to the faculty about the salary structure of the College. (Specific salary details for individual faculty members are to be handled by the administration in accordance with the procedures described in the Faculty Handbook.)

11. Faculty Development Committee

The membership is to consist of five faculty members and two representatives of the Development Office.

The purposes of the committee are to advise the Development Office concerning the development program of the College; to facilitate communication between the faculty and the Development Office; to organize and conduct fund-raising drives among the faculty, and to help develop and strengthen proposals to be submitted to foundations, corporations, and individuals.

12. Faculty Handbook Committee

The membership is to consist of five elected members of the faculty.

The function of the committee is periodically to review the Faculty Handbook for the purpose of bringing it up to date and suggesting policy changes considered beneficial to the College.

13. Faculty Personnel Committee

The membership of this committee is to consist of three faculty members elected by the faculty.

The committee meets upon the call of the President to consider questions related to professional ethics. The committee will also serve in an advisory capacity to the President prior to formal dismissal proceedings for a faculty member as outlined in the Faculty Handbook.

14. Faculty Research Committee

The membership is to consist of one faculty member from each division of the College.

The committee is to evaluate requests from the faculty for research grants and to award grants from the research allocation. Through these grants, and in other ways, the committee is to encourage professional development and growth of the faculty.

15. Financial Aid Committee

The membership is to consist of three faculty members, the Director of Financial Aid, the Director of Residence Programming, a representative from the Business Office, and two students.

The responsibility of the committee is to review the College's financial aid program and to recommend policies to the President. Except in the selection of the recipients of certain scholarships based on merit, the committee will generally not be involved in determining the financial aid programs for individual students.

16. Honorary Degrees Committee

The membership is to consist of the President (chairperson), three elected members of the faculty, and three members of the Board of Regents or of its Executive Committee.

The committee is to review nominations received for honorary degrees and to make appropriate recommendations to the faculty. The faculty is to make the recommendations to the Board of Regents.

17. Interim Committee

The membership is to consist of seven faculty members and two students.

The committee is to have a general concern for the January Ventura Program. It is to review courses as well as other program aspects, including originality, student planning involvement, and new aspects for each year's program.

18. Library Committee

The membership is to consist of one faculty member from each division of the College, the Librarian, and two students.

The committee is to work with the Librarian in an advisory capacity on matters of general library policy; the development of library resources, facilities and services; and the apportionment of book funds which are allocated to the departments.

19. Mexican-American Studies Committee

The membership is to consist of three to five members of the faculty, the Mexican-American Studies Center Coordinator, and three students.

The committee is to assist the Academic Dean in making the Mexican-American Study Center an effective inter-departmental activity of the College.

20. Publications Council

(See description in current Student Handbook)

21. Rank and Tenure Committee

The membership is to consist of the President, who shall act as chairperson; the Academic Dean; and three full-time faculty members who have tenure and who are elected by the faculty for staggered terms of three years. No two members shall be from the same division.

All recommendations to the Board of Regents for raises in rank and/or the granting of tenure shall be made by the President upon recommendation of the Rank and Tenure Committee.

The committee may also serve the faculty as a nominating committee, except in the case of membership on the Rank and Tenure Committee itself.

22. Religious Activities Committee

The membership is to consist of four faculty members and three students. The students are to be appointed by the Student Association President.

The Religious Activities Committee is to assist the Campus Pastor in the planning and execution of all religious projects and activities on the campus and to assist in other ways in strengthening the religious life of the students.

23. Student Affairs Committee

(See description under All-College Council.)

24. Teacher Education Committee

The committee is to consist of the Academic Dean, who will serve as chairperson; the chairpersons of departments (or their representatives) having a program leading to teacher certification; the chairperson of the Education Department and the representatives of the elementary and the secondary areas; a Librarian, the Registrar, and the Dean of Students.

The committee has the responsibility for giving general curricular supervision for all programs leading to teacher certification, including the study, revision, and approval or deletion of all programs. The committee should assume the responsibility of seeing that curricular requirements of off-campus accrediting agencies are met.

The committee has the responsibility of evaluating critically and objectively the credentials and personal qualifications of each student at each step of his progression through the Professional Education Program.

C. Departmental Organization

1. Departmental Organization: The members of a department are those persons who have been assigned to a department and who teach courses offered by it. Those who teach fewer than nine semester hours in the department shall be considered advisory members without vote.

2. Responsibilities of Department Chairpersons

The department chairperson is to perform the administrative duties generally associated with the position of department chairperson. These would include, but not be restricted to, the following:

a. To arrange for departmental meetings and preside at them; to bring before the department any business presented for departmental consideration by the Academic Dean, the Registrar, or the Educational Policies Committee.

b. To present an annual budget for supplies and equipment to the administration, after consulting the members of the department; to approve all requisitions for supplies ordered by the department, and to operate within the departmental budget as approved by the administration.

c. To encourage all members of the department to actively participate in building up well-balanced collections of materials in the library which are useful to both students and faculty.

d. In cooperation with the members of the department, to plan the program of courses to be offered by the department, and to determine which courses and sections each member of the department is to teach; to make arrangements for necessary clerical and laboratory assistants as allowed by the departmental budget.

e. To assume responsibility for the quality of instruction in the department.

f. To act as academic advisor for the students majoring in the department, or, under his/her own supervision and responsibility, to assign students to other members of the department for academic advice.

g. To act as an advisor to the administration in the appointment of members to the department and advisor to the Rank and Tenure Committee.

h. To be responsible generally for the equipment and facilities of the department.

i. To play a leading role in encouraging high morale and a respect for professional ethics among members of his department.

j. To cooperate with the appropriate administrative officers in matters relating to student recruitment and retention, development, and alumni.

3. Appointment of Department Chairpersons

a. Department chairpersons are appointed by the President of the College. In making appointments, the President will consult with the Academic Dean.

b. Appointments are made annually. Normally, a person will be appointed annually for three consecutive years; however, there is no minimum or maximum set on the number of annual appointments.

4. Compensation of Department Chairpersons

a. It is the intention eventually to compensate a department

chairperson at the rate of 5% of his salary base. For 1975-76, compensation will be at the rate of 3% of the salary base. As soon as possible, the 5% rate will be put into effect.

b. No credit will be given against a faculty member's teaching load for his/her service as department chairperson; however, an attempt will be made to hold committee assignments for department chairpersons to a minimum.

D. The All-College Council

1. Purpose: The All-College Council will have as its objectives improving communication and developing a sense of community among Texas Lutheran College students, faculty, and administrative staff, evaluating and promoting the goals, philosophy and objectives of the College, and enhancing the total learning experience of students and other members of the TLC community.

2. Responsibilities: The three areas of major responsibility for the All-College Council will be: a) "College Priorities," b) "College Services," and c) "Student Affairs."

   a. The Council is periodically to review the overall college purposes and priorities and make recommendations to the President.

   b. The Council is to be concerned about the effective operation for the benefit of students, faculty, and administrative staff of such services as the college bookstore, post office, telephone system, and parking and security.

   c. The concern of the Council in the student affairs area will generally be the entire spectrum of student life (other than the academic).

   The Council will periodically receive reports and recommendations from its three standing committees (see below). The Council, in turn, will make recommendations to the President. The Council will operate within the guidelines of the Statement on All-College Governance, (adopted by the Board of Regents in 1972 and revised in 1975). In addition to its responsibilities in the areas of "college priorities," "college services," and "student affairs," the Council will, from time to time, serve in an advisory capacity to the President as major college decisions are made or policy recommendations are presented to the Board of Regents.

3. Membership: There will be thirty-six members of the Council, including the President, who will serve as chairperson. There will be eighteen student members, ten faculty members, and eight administrative members. Unless otherwise indicated, the selection of members should generally take place in April of each year with the terms of office running concurrently with the academic year.

   a. Student Membership

      (1) One student elected from each of six units of the College: applied science (excluding elementary education), elementary education, fine arts, humanities, natural sciences and

social sciences.

(2) The president and vice-president of the Student Association.

(3) The chairperson of Student Productions.

(4) The president of the Campus Congregation.

(5) A student living on campus chosen by the resident advisors.

(6) Two students elected, as a rule, during the first week in May by the newly elected members of the Council.

(7) Three students with at least one semester of service on the Council, elected by the student members of the Council.

(8) Two incoming freshman students, elected in May by other student members of the Council, from a slate of ten candidates prepared by the Dean of Admissions, the Academic Dean, and the President of the Student Association.

b. Faculty Membership

(1) One member of the faculty elected from each of six units of the College: applied studies (excluding education), education, fine arts, humanities, natural sciences, social sciences.

(2) Two members of the faculty elected by the faculty.

(3) Two members of the faculty appointed by the President.

c. Administrative Membership

(1) The President of the College

(2) Seven Members of the administrative staff, appointed by the President.

When practical, alternate members should be chosen, according to appropriate guidelines adopted by the Council, to serve in the absence of regular members.

4. Meetings of the Council: There will be a minimum of four regular meetings each year, and special meetings as appropriate:

A retreat-type meeting in August
A meeting in October or November
A meeting in February
A meeting in April

There should be an informal organizational meeting of the new Council in May.

5. Standing Committees: The following are the three standing committees of the Council:

a. College Priorities

(1) Membership: Five students, five faculty, and three members of the administrative staff, with the chairperson appointed by the President from among the faculty members.

(2) Responsibilities: At least once a year the committee will review the overall college priorities and make recommendations to the Council, primarily for the following year. The President is to furnish the committee with information relating to the total college program necessary for the proper review of college priorities.

b. College Services

(1) Membership: Four students, two faculty, and one member of the administrative staff, with the chairperson being selected by the committee from among the student membership. The member(s) of the administrative staff responsible for college service is to be an advisory member of the committee.

(2) Responsibilities: The committee is to be concerned about the effective operation for the benefit of students, faculty, and administrative staff of such services as the college bookstore, post office, telephone system, and parking and security. The committee is to recommend policies and procedures to the administrative staff member responsible and will periodically furnish reports to the All-College Council.

c. Student Affairs

(1) Membership: Seven students, three faculty, and three members of the administrative staff, one of whom, the Dean of Students, is to serve as chairperson. Members of the student life staff will serve as advisory members of the committee as circumstances require.

(2) Responsibilities: The committee is to assist the Dean of Students and other members of the student life staff in their efforts to improve student life and activities on the campus, with its concern generally being the entire spectrum of student life (other than academic). Major student affairs matters are to be recommended to the Council.

Each member of the Council will serve on one of three committees, with the President an ex-officio member. Student membership on the committees will be determined by the student members of the Council. Faculty and administrative members on the committees will be appointed by the President (following consultation with the faculty and administrative members of the Council).

E. Governance

(The Board of Regents of Texas Lutheran College adopted the following statement on governance in 1972 with minor revisions being made in 1975.)

Texas Lutheran College is owned and operated by the Texas Lutheran College Corporation, whose membership is identical to the delegates to the biennial conventions of The American Lutheran Church.

The corporation entrusts the actual governing of the College to the Board of Regents, which is, in actual practice, the final authority in all matters relating to the College.

The President of the College represents the Board in the day-by-day operation of the College. It is his responsibility to recommend policies to the Board, to interpret policies on behalf of the Board, and to provide for the implementation of Board policies. In these responsibilities, the President is assisted by the various members of the administrative staff, whom he appoints with the approval of the Board. In addition, the faculty and students play an important role in developing various policies for recommendation to the Board and in implementing various policies.

The faculty meets regularly to transact business. The faculty has delegated some of its responsibilities to committees or councils, most of which have administrative staff and student membership.

The students are organized into the Student Association, which has the Student Senate as its primary agency of government. The Student Senate has delegated some of its responsibilities to committees or councils. Students participate in the governance of the residence halls through elected councils.

The All-College Council brings faculty, students, and administrative staff representatives together for discussion of all-college concerns. Its responsibility is to advise and make recommendations to the President.

Decisions of the faculty, the Student Senate, and college committees, councils or organizations are subject to review by the Board of Regents (or the President, as representing the Board) before becoming effective. In unusual circumstances, the President, representing the Board, may make exceptions to established policies and procedures.

The statement above is intended to be interpretative of the current situation at TLC and is in harmony with the College's Articles of Corporation in the relevant sections in the Faculty Handbook and the Student Handbook.

Administrative staff, faculty, and students who choose to attend or to work at TLC indicate thereby that they accept and support the policies of the College. They should be aware that policies may change during their tenure at Texas Lutheran - indeed they, or their representatives, will normally participate in continual evaluation of policies and in the making of policy changes.

V. FACULTY PERSONNEL POLICIES

A. General Regulations

1. Official duties of faculty members of Texas Lutheran College include (1) instruction under the curricular rules of the faculty in such courses as shall from time to time be agreed upon; (2) participation in the academic and extra-curricular responsibilities of the faculty; (3) sympathetic support of the Christian ideals and objectives of the institution.

2. All courses are to be offered according to the official catalogs; any desired changes must be made through the chairperson of the department and the Educational Policies Committee. General regulations for students or faculty should, as a rule, not be changed within the scholastic year.

3. All members of the faculty should be on the campus by the pre-registration faculty meeting; any exceptions are to be arranged with the President.

4. All faculty members are expected to be available for the registration periods at the opening of the semester; assignment of duties will be made through the Department Chairperson.

5. Reports or information requested by an administrative officer of the institution should receive prompt consideration on the part of the instructor.

6. All faculty members are expected to attend convocation exercises and various official school affairs regularly.

7. Faculty members are responsible for the safe-keeping and proper use of departmental equipment and supplies. Appropriate security measures should be established by departments and followed.

8. Faculty members are to serve as academic advisors and they are responsible for helping plan the curricular programs of their students. At the mid-point of each term, advisors should obtain and distribute mid-term grades and counsel with their freshmen advisees. (Refer also to Part B, Section IX, "Academic Advising.)

9. Unless excused by the President, faculty members are to participate in the Baccalaureate and Commencement exercises and the opening academic convocation. (Academic garb is to be worn by all faculty members during these exercises.)

B. Appointment

In the case of a newly appointed faculty member, his/her appointment (which shall be for one year) and the designation of his/her responsibilities, salary and rank shall be by action of the President subject to approval by the Board of Regents. The action of the President shall be upon the recommendation of the Academic Dean in consultation with the department chairperson.

If the rank is to be that of either associate or full professor, the committee on rank and tenure should also be consulted.

In the case of a non-tenured faculty member, his/her reappointment and the designation of his/her responsibilities and salary shall be by action of the President subject to approval by the Board of Regents. The action of the President shall be upon the recommendation of the Academic Dean in consultation with the department chairperson. To be reappointed, the faculty member should demonstrate teaching excellence and scholarly achievement, provide conscientious academic counseling for his/her students, and be making other valuable contributions to the total program of the College.

C. Rank and Tenure

In the matter of granting tenure and promotion in rank, the President shall receive recommendations from the Rank and Tenure Committee. The action of the President in granting tenure and promotion in rank is subject to approval by the Board of Regents. Normally, tenure becomes effective at the beginning of an academic year, and the same is true of advancement in rank.

1. Tenure: A faculty member shall be considered for tenure by the Rank and Tenure Committee during his/her third year of service at Texas Lutheran College. (The committee may consider an earlier granting of tenure only upon recommendation of the President.) Recommendations concerning tenure will be provided the committee by the respective department chairperson and the Academic Dean. If tenure is not granted at the time of the initial consideration, the faculty member shall be reconsidered for tenure at intervals of twelve months. If the faculty member has not achieved tenure as a result of a total of three considerations, a terminal contract will normally be offered. To be granted tenure the faculty member should demonstrate teaching excellence and scholarly achievement, provide conscientious academic counseling for his/her students, and be making other valuable contributions to the total program of the College. The College does not count experience at other colleges as part of the probationary period prior to the awarding of tenure. Normally, not more than two-thirds of the full-time instructional faculty at Texas Lutheran College shall be tenured faculty members.

2. Rank: The following are the ranks of faculty members at Texas Lutheran College: professor, associate professor, assistant professor, and instructor. There are also non-ranked faculty members known as teaching assistants. Recommendations concerning rank will be provided the committee by the respective department chairperson and the Academic Dean.

   To be promoted in rank, the faculty member should demonstrate teaching excellence and scholarly achievement, provide conscientious academic counseling for his/her students, and be making other valuable contributions to the total program of the College. Normally he/she should have been in his/her present rank at Texas Lutheran College for three to five years if he/she is advancing to the rank of assistant professor, four to six years if he/she is advancing to the rank of associate professor, and five to seven years if he/she is advancing to the rank of professor. Teaching experience at

institutions other than Texas Lutheran College also may be considered.

The master's degree is normally required for the position of instructor. A year of study beyond the master's degree is normally required for the assistant professor status. (Thirty semester hours work is considered to be equivalent to one year of study. This work is to be taken in the applicant's major field or some previously approved allied area.) The earned doctorate is normally required for the position of associate professor and professor. The full professor rank also requires distinguished teaching and evidence of outstanding leadership in the faculty.

D. Contracts

Faculty contracts shall be issued prior to March 1 and will include rank, salary, and special assignments or responsibilities. Rotation of the chairperson assignments in the academic departments is to be anticipated periodically. (See also Section III. C. 3. b.)

In case the appointee is an ordained clergyman, a "call" may be issued in addition to the contract, the call enabling the clergyman to remain on the clergy roster of his church.

Appointment to the position of department chairperson is made by the President, with the advice of the Academic Dean. Only those stipulations in written contracts will be binding.

E. Resignations

Faculty members and administrative officers desiring to submit a resignation, to become effective at the end of an academic year, shall submit such resignation in writing to the President prior to March 15 of the current school year.

F. Retirement

Administrative officers and faculty members shall retire at the end of the academic year in which they attain the age of 65.

A faculty member under tenure who for reasons of ill health or loss of capacity to do his work is unable to continue in the active service of the College shall be retired. At least three months pay calculated from the last day of active service shall be given.

G. Extension of Service

Extension of service beyond retirement age may be arranged on a year-to-year basis by action of the President, subject to approval of the Board of Regents. Such action of the President shall be upon the recommendation of the Academic Dean in consultation with the department chairperson. Normally, extended service will not be permitted beyond the academic year in which a faculty member attains the age of 70.

H. Dismissal

In case it is deemed necessary to dismiss a faculty member on tenure, a written dismissal notice shall be transmitted, by the President to the person concerned, stating reasons for the dismissal.

A faculty member on tenure who has received such notice shall have the right to appear before the Rank and Tenure Committee, at which time the faculty member in question shall have the right to present his/her case. The department chairperson shall be invited to the meeting at the request of either the committee or the faculty member in question. The President of the College and other members of the administration or faculty directly concerned may be present. At any or all such hearings the teacher in question shall have the right to bring counsel with him. The Rank and Tenure Committee shall submit its recommendation to the President of the College concerning the case, final action remaining with the President.

After the above steps have been taken, the faculty member shall have the right to appear before the Board of Regents or a committee of the Board, at which time he may present his case. The President of the College, department chairperson concerned, and other members of the administration or faculty concerned may be present. At any or all such hearings the faculty member shall have the right to bring counsel with him. The Board of Regents or the committee of the Board which conducted the hearings shall submit a recommendation to the President of the College concerning the case, final action remaining with the President.

Where moral delinquency or gross negligence has been proved and the teacher in question has been heard, he will be subject to immediate discharge without, however, forfeiting any portion of his earned salary.

I. Financial Exigency

In the event of stringent emergency calling for drastic curtailment of administrative and teaching staff, the rules governing tenure may be suspended, but in retaining people on the staff, persons holding tenure shall be given preference. Termination of a continuous appointment because of financial exigency shall be demonstrably bona fide.

J. Leave of Absence

Texas Lutheran College encourages each member of the faculty to continue his/her graduate studies and/or research, to serve as visiting professor at another institution, to write, or to engage in activities that will enrich his/her classroom teaching. Texas Lutheran College, therefore recognizes two types of leave: Leave without compensation and Leave with Compensation.

1. Leave without Compensation: Faculty members may apply for Leave without Compensation for graduate study or research. The College uses the following guidelines:

   a. The interest of the College rather than that of the applicant

must be the determining factor. Leave will be considered only in cases of definite promise with respect to scholarship, teaching, or administrative ability, or in cases where the needs of the College require training along special lines.

b. As a rule, Leave without Compensation shall not be granted for periods longer than one year.

c. Leave without Compensation ordinarily will not involve financial assistance.

d. Acceptance of a Leave without Compensation shall involve an obligation to return to the College for at least one year.

2. Leave with Compensation: Teachers on tenure and with a minimum of six years of continuous service may apply for Leave with Compensation for the purpose of professional improvement. Leave of this kind is dependent upon funds available and is normally granted for one semester at full salary or for one year at half salary. To be eligible for leave with pay, a teacher must meet the following conditions:

a. He shall have taught at Texas Lutheran College for six academic years, exclusive of summer sessions.

b. He must submit, in writing, plans for graduate study, research or other work of an academic nature that will meet with the approval of the College Administration.

c. He must have the recommendation for leave of the department chairperson, the Academic Dean, and the President of the College.

d. He must submit a written agreement to return to Texas Lutheran College for two years following the leave, or be obligated to return the stipend. Fractional service following the leave shall reduce the amount of stipend to be returned, in proportion to the amount of service given.

e. Leave with Compensation time may not be accrued.

3. Procedure for obtaining Leave without Compensation or Leave with Compensation:

a. Request for leave shall be made to the Academic Dean, who will counsel with the President. Specific written plans and agreement for the leave shall be submitted with the request. Forms are available in the Academic Dean's office.

b. Recommendations for such leave shall be presented to the Board of Regents by the President of the College.

c. To avoid difficulty in adjustment of programs, faculty members are to file all requests for leave no later than December 20 of the preceding school year.

K. Faculty Travel and Professional Memberships

The College encourages its faculty to hold memberships in professional organizations and to participate in and attend meetings of professional and learned societies.

Each department should anticipate the travel expenses of its members and provide for this expenditure in the submission of the annual budget. To the extent of the approved departmental budget, travel funds will be administered by the chairperson of the department. If a faculty member is representing the College because of institutional membership or appears on the program by reading a formal paper or serves as a major officer of a national society, the College will pay the full cost of transportation, lodging and meals within the limitations of the budget when such expense is not funded by the society. For other participants, 60% of the member's expenses will be paid by the College.

Travel notification forms should be completed in duplicate and returned to the office of the Academic Dean.

Basic membership dues in professional organizations, not to exceed $40.00, for each full-time faculty member will be paid by the College and should be included in the departmental budget.

L. Absence from Class

When it is necessary for an instructor to be absent from class because of attendance at important educational or professional meetings, illness, or jury duty, it is requested that he/she do the following:

1. Make some arrangement for class work.

2. Notify the chairperson of the department and the Academic Dean.

M. Faculty Office Hours

Each faculty member should maintain regular office hours when students or staff may contact him/her. The schedule of these hours should be posted on his/her office door. The number of hours should in no case be less than five per week. Faculty schedule cards are filled out by the faculty member each semester and returned to the Registrar's office. These cards should show the instructor's teaching schedule and office hours.

N. Teaching Load

The classroom teaching load shall normally be twelve credit hours or its equivalent per semester and teaching responsibilities during the interim. It shall be understood, however, that under unusual circumstances a heavier load may be required without additional compensation. Under no circumstances should the equivalent teaching load be allowed to exceed sixteen hours per week. Faculty with a normal teaching load (12 hours) shall not teach more than one additional course at another college or college center, such as Randolph Air Force Base, during a given semester.

VI. FACULTY SERVICES

A. Assignment of Parking Areas

Parking permits for faculty members will be assigned by the Business Office.

B. College Vehicles

1. Regulations Governing Use and Maintenance

   a. All vehicles are to be used for official college business only.

   b. Vehicles will be assigned to specific administrative offices.

   c. Maintenance of the vehicles will be the responsibility of the respective administrative offices.

   d. Departments or individuals wishing to borrow vehicles will request permission from the director of the office to which the vehicle is assigned.

   e. Departments or individuals who borrow vehicles will be assessed ten cents (10¢) per mile, but will not pay for gas, oil, etc.

   f. Students may use college vehicles only on official college business when authorized by the director of the office to which the vehicle is assigned.

   g. Occasionally it is necessary for college personnel to use their personal cars on official college business. In such cases, for trips in excess of fifty (50) miles one way, prior written approval for the use of a personal car must be obtained from the controller.

2. College Rental of Cars from Faculty and Students

   Occasions may arise when the College will request faculty or students to drive their personal cars for official college business. In such instances, the College will reimburse the owners for the transportation at the current mileage rate as established by the Board of Regents (currently 10¢ per mile). Although the College carries liability insurance on cars on official college business, the College does not carry collision and accident insurance, and it is understood that the owner of a car assumes responsibility for any damages to his own car.

C. Faculty Fund

The Faculty Fund represents money accumulated through fees collected from students when members of the faculty administer early or late examinations. The fees are used for flowers, memorials, etc. for faculty, staff, and their families. The Business Office, which administers the fund, will place appropriate orders for flowers and/or memorials upon appropriate notification by a faculty or staff member.

D. College News Letter

The College News Letter is published each week by the Academic Dean's office; copies should reach the faculty mail boxes by Saturday morning. The News Letter intends to give accurate information concerning policies, procedures, and events affecting the faculty. The pages of the College News Letter will be numbered consecutively throughout the year for convenience in filing. Announcements for this faculty information bulletin are to be submitted in writing to the Academic Dean's office by Thursday noon of each week.

E. Secretarial Service and Duplicating Facilities

Student secretarial services are available through the academic departments. Other limited secretarial service is also available for faculty in the Office of the Assistant to the President.

The Central Services Office will provide duplicating services. Xerox services are available in the Registrar's Office. Expenses for these services are charged to the departmental budgets.

F. Pensions

1. Pension Plan of The American Lutheran Church

Texas Lutheran College participates in The American Lutheran Church Pension Plan, which includes retirement, disability, death and widow benefits, and a major medical plan. Members of the ALC Pension Plan may also, at additional cost, participate in the optional ALC Supplemental Insurance Program which reduces the major medical deductible to $50.00, increases disability payments by $300.00 per month for sixty months and increases the death benefit by an additional $6,000.00. Any current faculty or staff member who plans to join the Pension Plan must indicate his intention in writing to the Business Manager by January 1 of the calendar year in which he plans to begin participation. A newly appointed member of the faculty or staff who wishes to participate in the Pension Plan must indicate this to the Business Manager in writing within three months of the time he begins his employment. Admission into the Pension Plan is allowed only during the period from September through November. Additional information may be obtained from the Business Manager.

2. Teachers Insurance and Annuity Association

A faculty member who was a member of the TIAA immediately prior to his joining the faculty of Texas Lutheran College may continue his membership in TIAA on the same contribution basis as paid by Texas Lutheran College to The American Lutheran Church Pension Plan (see above). If such a newly appointed faculty member wishes to continue his membership in TIAA, he must indicate this to the Business Manager in writing within three months of the time he begins his employment. Additional information may be obtained from the Business Manager.

G. Social Security

Texas Lutheran College participates in the Federal Social Security program. All lay faculty members and all other employees must participate in the program. (The only exemptions are employees who were with the College prior to January 1, 1951.) Ordained members of the staff may also participate in the Social Security program.

Further information regarding forms, Social Security numbers, benefits, etc., may be obtained from the Business Manager.

H. Blue Cross and Blue Shield Insurance

Membership in the Blue Cross Hospital Service and the Blue Shield Medical and Surgical Service is available. Application must be filed within 15 days after employment to assure coverage starting the following month. Interested faculty members should make inquiries at the Office of the Business Manager.

I. Group Life Insurance

Membership in a Group Life Insurance Policy is available. This is a $1000 straight life insurance policy on a participating basis. New faculty members should consult the Business Manager regarding its provisions.

J. Tuition Exemption for Dependents

1. Spouses of all full-time faculty members and administrative officers of Texas Lutheran College will be granted tuition scholarships to attend Texas Lutheran College immediately upon employment of the faculty or administrative member.

2. Unmarried children of all full-time employees of Texas Lutheran College will be granted tuition scholarships to attend Texas Lutheran College immediately upon employment of the employee.

3. Dependents (spouses and unmarried children) who are registered as full-time students are required to pay a $50 fee per semester.

K. Sponsored Tuition Exchange Plan of TALC for Children of Faculty

Texas Lutheran College participates with other colleges of The American Lutheran Church in the "Sponsored Tuition Exchange Plan of TALC for Children of Faculty":

1. The name of the plan shall be The Sponsored Tuition Payment Plan of The American Lutheran Church.

2. The Plan shall include the colleges and secondary schools of The American Lutheran Church which elect to participate in it.

3. Under the Plan the dependent son or daughter of a faculty member or administrative officer of a college or school of The American Lutheran Church shall be eligible for the payment of tuition at another participating college or school of the Church by the institution of which his parent is a staff member on the basis

of the following conditions:

a. The decision as to which persons are eligible shall be made by the sending institution, except that no dependent other than a son or daughter shall be eligible and that the host institution shall retain the privilege of admitting the student on the basis of its regular admission procedure.

b. The maximum time during which an individual shall be eligible shall be eight semesters or four academic years or their equivalent.

c. The maximum amount which shall be paid on the student's behalf shall be the tuition at the host institution or at the sending institution, whichever is smaller. (This means that secondary schools need be obligated only up to the amount of their own tuition even if the student attends a college.) Should the student be the recipient of a scholarship, the amount of the scholarship shall be deducted from the obligation of the sending institution.

L. Outside Employment

The College contracts for the full time of its staff members. When it is in the interest of the College and the staff member, a limited amount of outside professional employment may be allowed. All such employment must have the approval of the President. Such approval will be granted provided there is no interference with the full program of the College. All outside employment must be limited to professional activities or to such other employment as will not detract from either the dignity of the member or the College. (See also Section V., N.)

M. Bookstore

The Texas Lutheran College Bookstore is located ir the Student Center. The usual stock of textbooks, stationery, and other school or personal supplies is carried. The Bookstore also carries a stock of office supplies for the convenience of the various departments. These supplies may be purchased by any person authorized by the department chairperson and charged to the department.

VII. EDUCATIONAL POLICIES AND PROCEDURES

(For policies and procedures regarding the following subjects, please refer to the current TEXAS LUTHERAN COLLEGE BULLETIN - Changing or dropping courses; classification of students; enrollment of lower division students in upper division courses; grade points; graduation requirements; scholastic load; scholastic suspension, and withdrawal from college.)

A. Auditing Courses

A course which is to be audited without credit is to be included in the regular registration and requires a special fee unless covered by general tuition; it should be clearly marked with "auditor" in parentheses. Approval of the Academic Dean and the instructor must be secured prior to registration. If approved, the course audited must be taken over and above the normal number of semester hours permitted.

An auditor of a course will not turn in regular assignments, term papers, and the like, nor will he take part in tests and examinations. The instructor, therefore, will not record any grades anywhere for a course that has been audited. It is left to the discretion of the instructor as to whether an auditor is to take part in recitations and class discussion.

B. Class Absences

Refer to the current catalog under "Academic Information" for general statement.

The instructor has the prerogative to drop a student from class for excessive absences regardless of whether or not they were consecutive. The term "excessive absences" is left to the interpretation of instructors in relation to their particular classes. It is recommended that instructors make their policy in regard to absences clear to their students.

Faculty members sponsoring student tours or trips requiring students to be absent from class must supply each faculty member with a list of the students, also stating the cause of the absence, before the class or classes are missed.

Teachers are encouraged to record all absences, excused and unexcused, in their class record. (Administrative offices are frequently in need of this information for various reasons.)

C. Examinations

1. Advanced Placement: The current college catalog describes Advanced Placement policies of the institution. A brochure has also been published which outlines special conditions governing the advanced awarding of college credit.

2. General: Final examinations are given at the close of each semester according to calendar dates. A three-hour period is set aside for each final examination. The three class days before final examinations of each semester are set as a time for a reading and review period. Examinations, quizzes, social functions, trips and athletic contests should not be scheduled during this period.

   All students are to take the final examinations according to schedule. When an exception becomes necessary, an application for an early or postponed examination must be presented to the Academic Dean and approved by the instructor and Dean. Application forms are available in the Registrar's Office.

   A fee will be charged to the student for each final examination other than that which is regularly scheduled. The Academic Dean is authorized to waive this charge should the request result from an unforeseen emergency.

D. Grades and Reports

An incomplete (I) grade indicates there is still the possibility of credit, after further work. This grade symbol is used when the instructor is not able to give a definite grade for the term due to the student's illness or other major difficulty. Incomplete grades should be given only under unusual circumstances. It is anticipated that very few Incomplete grades will be necessary.

An Incomplete grade must be removed within four weeks of the succeeding term if the student is registered. Please see the college catalog for additional explanation.

E. Graduation Honors

Graduation with honors is determined by the Texas Lutheran College cumulative grade point average of the student if at least 60 semester hours have been earned in residence. If the student has earned fewer than 60 semester hours in residence, the cumulative grade average computation for honors shall be made on all college work presented.

A student attaining a grade average of 3.8 (4.0) is graduated summa cum laude; 3.6 magna cum laude; and 3.4 cum laude.

F. Academic Dean's List

At the end of each semester, a scholastic honor roll is published by the Academic Dean. Students having a grade point average of 3.5 and twelve or more semester hours are placed on the honor roll.

G. Policy Governing Summer School

1. General Information

   Summer School at Texas Lutheran College is primarily designed for students needing courses to complete graduation requirements in four years and for those students desiring an accelerated undergraduate program. It is the option of instructors to request

department chairpersons to submit courses to be taught in Summer School. It is not mandatory that any department offer courses from its area, and since instructors are on a nine-month contract it is voluntary as to whether they wish to teach during the summer. Department chairpersons should see that the opportunity for teaching Summer School is rotated among its members.

2. Administration

A Summer School Director is appointed by the President of the College. The Summer School Director is to plan the summer session in conjunction with other members of the administration and academic chairpersons of the College.

3. Budgetary and Salary Arrangements

A schedule of salaries, commensurate with rank and experience, approved by the President and Academic Dean, will be made available to the faculty by the Summer School Director in advance of the summer session.

H. Conference Courses

At times senior students may be in special need of certain courses to complete a major or minor or a residence requirement, and enrollment does not warrant the College's scheduling such courses. Whenever an emergency exists, an instructor may be requested to teach individual students by private arrangement (by conference).

1. Basic Principles Governing Such Courses

a. While this is to be considered a most valuable service on the part of instructors to the student and to the institution, at no time shall instructors with a full load be expected to carry this additional load unless they so desire.

b. Conference courses are offered only in case of special need and emergency. The academic advisor of the student, together with the chairperson of the department, will help determine whether such an emergency exists; they must recommend that the student take the course and the student must have at least average ability.

c. Courses are to be offered only with the approval of the Academic Dean and only as long as the highest academic standards of the College can be maintained. The instructor will determine the number of essential contact hours and assignments that must be completed. The period of instruction will cover the amount of time usually required for the completion of a semester course.

2. Registration and Remuneration

a. Using the forms provided from the Registrar's Office, the student will first secure the signature of the department chairperson, the instructor, and the Academic Dean, and thereupon follow the indicated procedure. The student should be clearly

informed regarding the cost of such a course and it must be paid in advance.

b. Ordinarily, the student will pay the semester hour charges for such a course with the instructor receiving the full tuition less fifteen percent. If the course substitutes for a regularly scheduled course that has been dropped because of insufficient enrollment, the student will not be asked to pay more than the regular tuition and the College will absorb the additional expense.

c. The instructor will requisition payment on regular forms, securing the signature of the chairperson of the department, after he has turned in the final grade to the Registrar's Office.

d. The number of students permitted in a conference course will be limited to three.

e. An instructor who is not carrying a full load may be requested by the administration to carry one or more conference courses without expecting a special fee.

I. Textbooks

Textbooks are ordered by the Bookstore Manager. Department chairpersons are responsible for a reasonable estimate of the number of texts to be ordered. Books for the first semester should be ordered not later than May 15, and for the second semester not later than November 15, in order to guarantee delivery by the beginning of the semester.

Changes in textbooks should be approved by the department chairperson. Desk copies in textbooks should be requested from the publishers. The bookstore furnishes forms for making this request.

It is requested that discretion be exercised by the teachers in keeping expenditures for textbooks within reasonable bounds.

J. Special Academic Programs

1. TLC Scholars Program

Special curricular opportunities have been arranged for approximately 30 outstanding students of each entering class. Candidates are identified before enrolling in the College, and the participants are selected upon application to the College or in the spring of their freshman year. The Scholar, his/her department chairperson and the Academic Dean are given the freedom of planning a unique curricular pattern. The degree plan which is devised may, or may not, include many of the courses normally required for graduation.

2. Study Skills Program

The purpose of this program is to assist freshman students with their identifiable study problems at Texas Lutheran College.

The College has created this "Study Skills Program" for students with academic potential who have failed to develop skills necessary to cope with the accelerated college pace. Through this program students will learn methods of improving study skills and communication skills. They will also receive individual counseling and special attention of teachers and tutors. In essence, they will be better prepared to turn potential failure into success.

3. Washington Semester

The College participates in the Washington Semester Program in cooperation with American University in Washington, D.C. Under this program a limited number of our students may enroll in a 12-semester-hour curriculum involving research, seminars, lectures, and courses dealing primarily with the national political scene. The program normally includes a congressional office internship. It is open to Juniors and Seniors who have taken a basic course in American Government.

4. Degree Completion Program for Military Personnel

The military student must present a minimum of thirty semester hours, including at least nine upper division in the major area, from Texas Lutheran. Generally this would include one semester on the main campus although work made available by Texas Lutheran at military bases may be used to satisfy the college residence requirement. Once the residence requirement has been met, the student will continue to be recognized as a regular degree candidate student and will be provided with counsel regarding specific courses appropriate to the degree irrespective of his/her location.

5. Air Force Reserve Officer Training Corps

Texas Lutheran College has entered into an agreement with Southwest Texas State University in San Marcos under the Air Force Reserve Officers Training Program. This permits students to enroll at Texas Lutheran College and at Southwest Texas State University. Up to 12 hours of ROTC may be counted as elective credit toward a degree at Texas Lutheran. (Description of the courses and the program appear in the SWTSU Bulletin.)

K. Statement on Academic Dishonesty

1. Texas Lutheran College does not presently have an honor system. Instructors are urged to be on the alert to prevent all types of dishonesty in connection with papers, tests, and examinations.

2. The following are suggestions for testing:

   a. In smaller classes where adequate space is available, students may well sit in alternate seats.

   b. In many courses, students should be encouraged to leave all notes and textbooks outside the classroom, especially for final examinations.

c. Students should be reminded that when they receive the questions the test begins; there is to be no communication on their part with anyone else but the teacher until the completed test has been turned in.

d. If crowded conditions must exist for the test, the teacher might well consider alternate tests, or re-arranging the order of the questions for every other row.

e. Students are to be requested to remain in the room until they have completed the test. In the case of a three-hour examination, the teacher might well divide the questions so that the examination is taken in equal halves with a ten-minute rest period in between.

f. Teachers are encouraged to remain in the classroom until all students have completed the test. They should carefully and consistently observe what is going on in the classroom. If the instructor feels that additional proctors are essential for proper supervision, he should consult the chairperson of his department.

3. All major cases of cheating should be reported to the Dean of Students and the Academic Dean. Normally, penalties for cheating will be imposed by the instructor with the consent of the chairperson of the department. The recommended penalty for cheating on an examination is an F for the exam in which the cheating is discovered.

   The recommended penalty for plagiarism is an F for the paper in which it is discovered, and a required revision of the paper without credit.

   The penalty for dishonesty, including copying other students' work or having anyone else, even the typist, revise the work, is the same as that for plagiarism.

   Flagrant and/or repeated transgressions in this area will lead to the dismissal of the student from college.

4. Research Manual: Texas Lutheran College has adopted on a college-wide basis a manual of style for student papers. Instructors will find in this manual the basic principles for note taking and research, with the prerogative of exercising freedom in modifying such documentation forms where such modification is necessary. (Consult the English Department for additional information.)

5. For the guidance of its students, the faculty has approved the following statement on plagiarism:

   It is considered plagiarism when you borrow ideas and give no credit for them, <u>whether you quote them or not</u>.

   There are several ways of borrowing and of acknowledging the source of your debt.

a. If the idea comes specifically from your roommate, a former professor, or some other informal source, the most logical way to give credit is by naming the person at the same time as you refer to his idea: "According to my roommate, all college men are here simply to avoid the draft."

b. If the idea has been printed, but you do not know the source specifically and there is no particular reason to find it out (for example, no statistics or specific detailes are required), you may give credit as above: "According to a recent survey by reporters for Time magazine, most people think the world's weather is changing."

c. If you use specific information or ideas from a printed source, you must acknowledge your borrowing by the use of a proper footnote, even though you only paraphrase or summarize the ideas in your own paper. Refer to the research manual for the proper forms.

   Note. If the material you use may be considered general information--that is, if it may be found in any of ten or twenty sources, and it is not properly the author's own idea--there is no need for a footnote: "Sacramento is the capital of California, but it is not the state's largest city." However, a list of sources consulted should be attached at the end of the theme.

d. If as many as three or four of the words you use in borrowing an idea are the same as those found in the original printed form, you should quote them or the whole statement by using quotation marks. In such a case, the whole passage must be copied exactly, including the original punctuation. If for any reason you wish to change part of it, refer to the research manual for instructions.

VIII. THE LIBRARY

A. Library Collection

The library provides a reading and reference collection to support the educational purposes of the College. It supplies basic materials for the curriculum, classics of literature, materials for reference and research, and books for general development and recreational reading. The library functions not only in support of the instructional program but also as a teaching and learning instrument in itself. Each faculty and staff member is encouraged to become familiar with and to use the many excellent resources provided by the library for the college community.

B. Allocation of Funds for Library Materials

The members of each department have the primary responsibility of recommending books and other instructional materials for the library in all subject areas taught by the department. For this purpose, every fall, after budgets are made final, the Library Committee approves allocation of portions of the library book budget to each department. Materials to be purchased are primarily those for use of the student body and faculty in connection with courses offered by the College. Adequate amounts are reserved for periodicals, binding, and the general fund, which is at the disposal of the Librarian. Funds not spent or encumbered by February 15 of each year revert to the library general fund. (For special funds, the deadline may be set at a different date.) Orders for the next fiscal year may be turned in any time after the deadline but will not be sent out before June 1. Until allocations are announced for the new year, departments may spend an amount equal to the previous year's regular allocation.

Every effort is made to allocate in a fair and equitable manner. If departments introduce new courses or make other changes which require unusually heavy book purchases, they should consult with the Librarian at the time the annual budget is under consideration.

C. Selection of Library Materials

The library has many aids to help faculty members in the selection of books and other materials. These aids are listed in the card catalog, and can be located on the library shelves by call number.

D. Requisitioning of Materials for the Library

1. Books

   a. Check the card catalog to make sure that the library does not already have the book.

   b. Make sure the book is recommended by a good authority and is appropriate for our library collection.

   c. Check BOOKS IN PRINT, or publisher's catalog, to see if the book is currently available.

d. Inexpensive paperbacks generally are not satisfactory for library use, and should be avoided whenever possible. Any paperbacks ordered will be pre-bound, resulting in an additional charge to the department's allocation and a considerable delay in obtaining them.

e. Fill out order cards which are available in the library, supplying all information requested, including signature of the department chairperson. Turn in order cards to the Librarian. Allow a minimum of two months to secure and process materials.

f. Books or other library materials should not be purchased or ordered directly by faculty members without the approval of the Librarian.

2. Periodicals

Requests for new periodical titles should be on library order cards and are subject to annual review by the Library Committee. New subscriptions are placed only once a year, in the fall, at the time of the renewal order.

a. Titles already being received, and the extent of the back holdings, should be carefully reviewed by the department before suggestions are made for new titles.

b. Whenever possible, titles selected should be ones which will be used by both faculty and students and which are included in the periodical indexes to which the library subscribes.

c. Suggestions for changing titles should be kept to a minimum, since continuity in holdings is important in periodical collections.

d. Binding charges will have to be included when estimating the cost of new periodicals.

3. Non-book Materials

Audio-visual and other non-book materials are requisitioned for library purchase in the same manner as books.

E. Using Library Materials

1. Faculty Loan Policies

a. Library materials are loaned to faculty members for two weeks unless a request is made for a longer period for materials needed for course work or research.

b. At the end of each semester faculty members will be notified of the materials still checked out in their names, and will be asked either to return them or bring them in for renewal.

c. Current magazines and reference books do not circulate except for very special needs.

2. Reserve Reading Assignments

   a. Reserve book requests should be submitted on special forms available in the library.

   b. Books which are not going to be used frequently should not be placed on reserve.

   c. The number of copies available should be checked and due consideration made for the number of students expected to use the reserves at a given time.

   d. One or two days' time must be allowed for the library staff to prepare reserves before student reading assignments are made.

F. Interlibrary Loans

1. CORAL (Council of Research and Academic Libraries): The research and academic libraries in the greater San Antonio area have an interlibrary circulation policy. By presenting his/her college ID card, a faculty member may check out a limited number of books from a cooperating library.

2. Other Libraries

   a. Interlibrary loan requests via mail are limited to material for use by faculty members.

   b. Current fiction, current periodicals, and books which logically can be purchased by our own library should not be requested.

   c. All transportation, photocopy, or other costs are paid by the borrowing individual.

   d. All loans are made subject to conditions set by the lending library.

G. Weeding the Collection

An order card marked "withdraw" should be filled out for each book or other item suggested for withdrawal. Upon recommendation by a faculty member and approval by both department chairperson and Librarian, the book will be withdrawn.

H. Gifts to the Library

Gifts of books and other instructional materials will gladly be accepted, with the understanding that the library will determine their usefulness to the College before adding them to the collection.

I. Library Handbook

Each faculty member receives a copy of the library handbook. In addition to listing library hours, and regulations for students, this booklet gives the location of books and other materials and equipment in the library, as well as brief instructions on how to use the library effectively.

IX. ADVISING AND COUNSELING PROGRAM

A. General Information

An integrated counseling program for students has been formulated which emphasizes two distinct phases: academic advising, and personal and psychological counseling. Some overlapping of the two areas is expected.

B. Academic Advising

The academic advising program is to be administered by the Academic Dean. Faculty advisors are to be selected by the Academic Dean with the assistance of the department chairpersons, and they are expected to be familiar with the various regulations set forth in the catalog. Incoming freshmen are assigned academic advisors under the direction of the Academic Dean according to their chosen field of study. Upperclassmen are also assigned advisors in their major academic interest. General academic advising requiring special advising sessions rests with the Assistant to the Academic Dean.

Faculty members are to provide conscientious academic advising for their students. As academic advisors they are to be concerned with their advisees' courses of study and degree plans, with unusual curricular problems being referred to the Academic Dean, the Registrar, and/or department chairpersons. Department chairpersons must give approval of the degree programs for majors in their departments. In addition to consulting primary departmental academic advisors, students in certain areas are asked to seek assistance from specialized advisors, such as the Director of the Study Skills Program, Director of the Scholars Program, Director of the Mexican-American Studies Program, and Director of Secondary School Teacher Education Program. The Assistant to the Academic Dean assists in advising with students on academic probation.

At mid-semester, tentative grades are issued to all freshman students from the Office of the Registrar. Normally, these grades are distributed by the faculty and reviewed with the student at the appointed counseling session. Students are encouraged to meet with their advisors at other times on a regular basis.

The Academic Dean is to:

1. Apply the academic advising program of the College to the fullest extent possible, including in it students who enroll at the beginning of a spring term.

2. Plan, implement, and supervise an in-service training program for advisors.

C. Personal and Psychological Counseling

The faculty is encouraged to use the services of the Student Affairs staff for consultation and/or referral when a student evidences need for personal or psychological counseling. Such requests may be

handled by the Dean of Students Office or referred directly to the Campus Pastor, Residence Programming staff, or the Office of Psychological Services. Services include counseling and testing in such areas as personality, vocational interest, I.Q., aptitude, ability, and dysfunction with appropriate interpretation and follow-up.

X. FISCAL PROCEDURES

A. Planning and Developing the Annual Budget

1. Responsibility of the President

Since the annual budget is the expression in monetary terms of the educational program of Texas Lutheran College, educational planning will precede the actual preparation of the budget. Such planning is one of the primary responsibilities of the President. The goal of the budget is to provide a well-balanced distribution of support for all areas of service and activities at TLC. The President will confer with other administrative officers in the development of plans for the future.

2. Responsibility of the Board of Regents

The Board of Regents assumes ultimate responsibility for the budget. The Board can effectively discharge its budgetary obligations and responsibilities by approving general policies which affect the educational and financial programs of the institution.

B. Preparation and Adoption of the Annual Budget

1. Estimating Income

a. Estimates of income will be prepared in advance of those for expenditures. Income estimated shall be as realistic as possible. The income budget shall be the foundation of which all financial policies are based. The limits of the institutional program must be determined by the total available resources.

b. The compilation of estimates of income is the responsibility of the Vice-President for Fiscal Affairs. The estimates will be based, in many cases, upon information supplied by other administrative officials. Anticipated income from tuition and student fees will be based on expected enrollment estimated by the Dean of Admissions; anticipated income from gifts and grants will be based on estimates of the Vice-President for Development and Public Relations.

c. Estimates of income from endowments are the responsibility of the Vice-President for Fiscal Affairs.

d. Estimates of income from gifts and grants must be conservative. Among the factors to be considered are past experience, plans for special appeals, activities of the alumni, and prospects of research grants and contracts.

e. Estimates of income from auxiliary enterprises will be based on enrollments and on the probable volume of business. The Director of each auxiliary enterprise shall assist the Vice-President for Fiscal Affairs in preparing these estimates.

f. Estimates of income from other sources shall be based on past experience adjusted for probable future conditions.

g. It shall be the responsibility of the Vice-President for Fiscal Affairs to inform the President of the total estimated income at least six months before the next college fiscal year.

2. Estimating Expenditures

a. As soon as administrative agreement has been reached on the estimates on income, the President and his budget committee will determine the general policies that are to guide department chairpersons in the preparation of their budget requests. It is imperative that the program of expenditures be kept within the estimated income.

b. The President's Budget Committee shall be composed of the President, as chairman, and members of the President's Council.

c. When general budget policies have been approved by the administration and by the Board of Regents, letters of instruction shall be sent by the Vice-President for Fiscal Affairs to each administrative officer responsible for the preparation of budget requests. The instructions shall be explicit and shall state clearly the policies to be followed in the preparation of budget requests. The instructions shall be accompanied by budget request forms to be used in submitting requests. Each administrative officer shall distribute budget request forms and instructions to each person under him who is responsible for the preparation of a budget request. These latter requests shall then be returned to the respective administrative officer for review, and then forwarded to the Vice-President for Fiscal Affairs.

d. The Business Office shall then tabulate the departmental requests on summary forms which show the changes in the requests from the budget of the current year. These summary budget reports enable the President to review departmental requests with a minimum of effort and time.

e. The President should discuss each request with the administrative officer concerned. Thus, while final authority on budget recommendations to the Board of Regents is vested in the President, ample opportunity has been given department chairpersons to defend their requests.

3. Presentation and Adoption

a. When the President has decided on the detailed recommendations to be made to the Board of Regents, the Business Office should compile the budget document and the analyses to be presented to the Board by the President.

b. When the budget has been approved by the Board of Regents, the chairperson of each department or other budgetary unit shall be given a copy of his budget.

C. Budget Control

1. The main purpose of budgetary control is to insure that total expenditures will not exceed total revenue. This is one of the primary responsibilities of the Controller.

2. If it is apparent that the estimated income will not be realized, the Controller shall notify the Vice-President for Fiscal Affairs, who shall notify the President so steps may be taken to either provide the necessary revenue or to reduce expenditures.

3. Each department chairperson has the primary responsibility of control of expenditures for a department. The chairperson must restrict expenditures to the amount approved in the departmental budget for the fiscal year. The Controller maintains records and reports periodically or as requested to department chairpersons regarding their expenditures. When 90% of a budget is expended, requisitions may be subject to approval of the President as well as the Controller. No requisitions will be approved when spending has exceeded 100% without special approval of the President.

4. All requisitions for the purchase of equipment must be submitted to the Business Office prior to March 1.

D. Budget Accounting

Expenditures shall be charged to appropriations. Subsidiary accounts shall be maintained in which to record details of estimated and actual expenditures. Purchase orders shall be encumbered when an order is placed, unencumbered and expended when the actual invoice is paid. This should provide a current balance in the appropriation account at all times.

E. Budget Revisions

1. Revised estimates of revenue should be initiated by the Vice-President for Fiscal Affairs in consultation with the same officers responsible for the original estimates. These estimates should be subjected to the general procedures of review, modification, and approval.

2. Requests for authorization for expenditures above the approved budget may be initiated at the departmental level and reviewed by the appropriate administrative officer before submission to the President. If the amounts involved are within the total of the contingent account in the approved budget, or are covered by an increase in actual revenue over anticipated revenue, the President may grant such requests. If the amounts requested will change the total estimated budget surplus or deficit, the President will seek approval of the Executive Committee of the Board of Regents.

F. Purchase Procedure

No expenditures of college funds are authorized without the advance approval, in writing, of a duly prepared requisition and the issuance of a signed purchase order. The only exceptions to the above regulation are departmental charges at the college bookstore, college post

office, college central services, college xerox services and the college switchboard. All other purchases must be approved in writing in advance. To be duly approved, the requisition must be signed by the department chairperson, the Controller, and the Director of Auxiliary Services. Requisitions for equipment must also be approved by the Business Manager.

These purchase procedures include requests for materials, supplies, services and equipment. "Materials" include such items as lumber, paint, etc. "Supplies" include items of a consummable nature such as paper, envelopes, pencils, etc. "Services" include such items as services of an artist, a speaker, consultant, bus charters, meals for a group both on and off campus, etc. "Equipment" includes items of a non-consummable nature with an initial cost usually in excess of $50.00 such as typewriters, microscopes, calculators, etc.

Requisitions shall be made out in triplicate, the triplicate copy to be retained by the originator. Complete and accurate specifications should be given for every item requested. The estimated cost of each item must be shown, as well as the complete address of the vendor preferred (if any).

The requisition in duplicate shall then be submitted to the Controller for determination that budgeted funds are available for the item requested. If budgeted funds are available, the Controller shall so indicate by initialing the requisition and forwarding it to the Director of Auxiliary Services. If funds are not available, the Controller shall so indicate and shall return the requisition to the originator.

Upon receipt of the duly approved requisition, the Director of Auxiliary Services shall obtain the material in an economical manner consistent with sound business practice. This would include one of the following:

1. Public advertisement for bids.

2. Solicitation of bids from three or more suppliers when the Director of Auxiliary Services is satisfied that each of the suppliers will be able to comply with the terms of the order if made.

3. Careful negotiation to obtain the specified equipment at the best possible price consistent with quality, service, and delivery, to give the best value when there is only one source of supply for the particular type of equipment item.

4. Telephone quotation from one or more suppliers for minor purchases ($50.00 and less).

Upon completion of purchase negotiations, the Director of Auxiliary Services shall issue a purchase order and indicate the purchase order number and date on the duplicate copy of the requisition and return the duplicate copy to the originator. If the individual who made the original requisition wishes to have the purchase order so as to be able to pick up the item desired, he should so indicate on the requisition. No item should be charged to Texas Lutheran College without a purchase order.

Some vendors, such as the U. S. Printing Office, accept orders only when cash accompanies the purchase order. In such cases the statement "Send check with order" should be included on the requisition.

In cases where it is necessary for departments to make selections of supplies or equipment locally, the department should clear with the Director of Auxiliary Services beforehand so that he may advise as to the procedure to be followed.

Some salesmen prefer to call on the various departments to demonstrate their products. When the department chairperson is interested in discussing equipment with a salesman, there is no reason why this should not be done. In the discussion of technical equipment, the practice may be helpful to all concerned. However, the departments should not give the salesman an order, but should communicate their needs by requisition to the Business Office and refer the salesman to the Director of Auxiliary Services so that bids and purchase orders may be used to insure procurement in an economical manner.

G. Payment Procedure

When the invoice is received in the Business Office, it will be stamped with an "approved to pay" stamp and will be sent to the department chairperson or budget head for approval as to whether the material was received in good order. When it has been approved by the department chairperson it shall be returned to the Business Office. The secretary in the Business Office will match the invoice to the copies of the purchase order and forward this material to the Controller for payment.

Invoices or sales slips of purchases picked up by an individual shall be turned in to the Business Office. In cases where, for one reason or another, deliveries are made directly to the department from the vendor, by parcel post or otherwise, and invoices are included with delivery, they should be approved and forwarded to the Business Office for processing.

H. Student or Extra-Curricular Accounts

In order to assist student organizations or extra-curricular activities in the proper handling of their financial transactions, when college funds are involved, one or more faculty advisors to each organization are appointed by the President.

To be of greatest benefit to the students, the faculty advisor should familiarize himself with the procedures necessary for clearing transactions with the Business Office, and should advise the students as to the proper procedures before any project is started.

Expenditures from student activity accounts are made only upon the signature of the faculty advisor.

Whenever possible, purchases should be made from the bookstore; otherwise they should be made through the Business Office in the regular manner.

Whenever necessary, the Business Office will advance cash for purchases by students for student activity accounts. The faculty advisor must authorize the Business Office, on a requisition, to advance to a particular student a certain sum.

When it is necessary for emergency cash purchases to be made, an itemized original invoice, showing the number of items, the unit price, and the total price should be secured. This invoice should show the name of the firm from which the purchase was made, the invoice should be marked "paid", and the person receiving the money for the firm should sign his name in full. No charges of any purchases may be made without a signed purchase order.

The Controller will be glad to explain the above procedures to any faculty advisor who is not thoroughly familiar with them.

XI. MISCELLANEOUS

A. Chapel

The Chapel of the Abiding Presence-Weinert Memorial is intended primarily for worship purposes - chapel services three mornings a week, a worship service on Sunday morning, and other religious activities. The chapel is also used by the College's Music Department for organ lessons, practice, and recitals and for other musical activities. As far as practical, the chapel is made available for private meditation.

Although the chapel furnishings are movable, they will generally be arranged for worship except when they may be temporarily rearranged for certain other appropriate activities. Any group or individual using the chapel must arrange the furnishings as they were prior to their special use of the chapel. Scheduling of the chapel building is through the Student Center Office with the approval of the Campus Pastor.

B. Statement on Outside Speakers and Films

The College encourages a wide variety of viewpoints in its educational perspective, and thus it welcomes all responsible speakers on issues to the community at large. To insure a climate of reasoned communication, rather than indoctrination or intimidation, an attempt should be made to maintain a reasonable balance of perspective within a series of lectures or other media presentations. This does not imply a one-for-one balance or "equal time" for all points of view; rather it suggests a selective balance and equal opportunity.

1. To maximize communication and publicity on campus and in the news media, notice of events that have been scheduled or are to be scheduled should be circulated by the sponsor to the President, the Dean of Students, the Academic Dean, the Director of Public Relations, the Alumni Student Center Director, and the Student Association President far enough in advance of schedule dates to allow for adequate publicity and hospitality arrangements. Speakers will normally be invited and hosted by an academic department, a campus organization or committee, or by the President or a Dean in his official capacity.

2. (a) To avoid unnecessary embarrassment to the speaker or the College, a group or individual who wants to schedule a "controversial" speaker may wish to solicit the advice of the President or the appropriate Dean or department chairperson before completing arrangements with the speaker. In case of actual or anticipated problems in scheduling a given speaker or event, the sponsor may also request the advice of the All-College Council.

   (b) To avoid unnecessary embarrassment to the College, a group or individual who wants to schedule a "controversial" film may wish to solicit the advice of the President or the appropriate Dean or department chairperson before completing arrangements with the rental agency. In case of actual or anticipated problems in

scheduling a given film, the sponsor may also request the advice of the All-College Council. As a general rule, "X"-rated films are not to be part of a college class or activity and are not to be shown on campus.

C. Solicitation of Funds by TLC Faculty, Staff, or Students

There shall be no solicitation of funds, direct or indirect, in the Seguin community or in other areas, by faculty, staff, or students for any project, activity, or cause which is in any way related to the College or a college organization without the prior written approval of the Vice-President for Development and Public Relations. (This policy also applies to the sale of advertisements or of materials or services.)

D. Scheduling Campus Events

(See description in current Student Handbook.)

E. Reading and Review Period

(See description in current Student Handbook.)